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OPTIMAL LENGTH OF ASSIGNMENT OF PPBES PROGRAMMERS OF THE DA STA--ETC(U)
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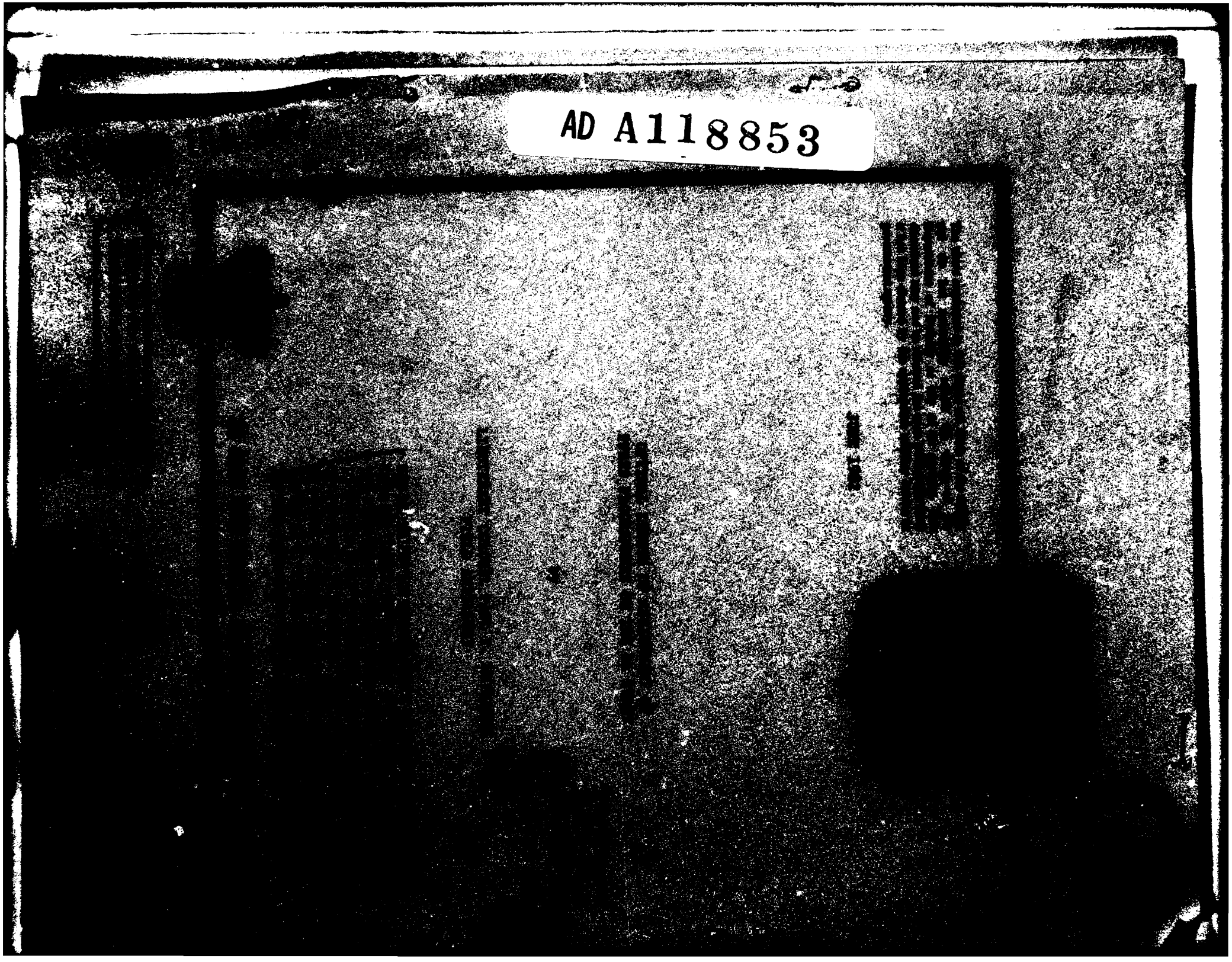

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such as 05/06 level command or attendance at senior service colleges.

Data on which to base the study were generated by questionnaires sent to 197 past and present programmers; 164 useable responses were received. An analysis of the data revealed the uniqueness of the programmer's job and the requirements to stabilize PPBES programmer's tours for 24-30 months and to only assign specially screened and motivated officers who have 12-18 months experience as action officers on the DA staff.

US ARMY WAR COLLEGE

MILITARY STUDIES PROGRAM PAPER

OPTIMAL LENGTH OF ASSIGNMENT OF PPBES PROGRAMMERS ON THE DA STAFF

BY

LIEUTENANT COLONEL PAUL T. WEYRAUCH
FIELD ARTILLERY

3 JUNE 1982

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AUTHOR: Paul T. Weyrauch, LTC, FA

TITLE: Optimal Length of Assignment of PPBES Programmers on the DA Staff

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PREFACE

This Individual Military Study Program effort was produced under the aegis of the Department of Command and Management, US Army War College. The basis for the study is the author's interest which developed following his fourteen month tour as an action officer in the Program and Budget Office, ODCSOPS, HQDA from January 1977 to March 1978. The study effort is designed to make a positive contribution to improving the way the Army manages its part of the DOD PPBES.

ACKNOWLEDGEMENT

This military study program report would not be complete without acknowledging the superb assistance of the following individuals and offices without whose support the author would still be at Square 1:

Mrs. Charles R. Weaver, JASA Branch, Officer Personnel Directorate, MILPERCEN
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CHAPTER I

INTRODUCTION

Statement Of The Problem

Highly qualified officers assigned to the Department of the Army (DA) staff as programmers in the Planning, Programming, and Budgeting Execution System (PPBES) are frequently reassigned to other key jobs after less than optimal tour lengths resulting in loss of efficiency and effectiveness in the development and execution of the Army's programs.

Background

Simplistically stated, the PPBES is a DOD decisionmaking process designed to identify military requirements necessary to support national objectives (planning), merge those requirements with projected resources over a five year program (programming), translate those programs into budget requests for resource appropriation by the Congress (budgeting), and finally, execute the approved budget (execution). This process is a dynamic one due to many factors. Changing world and domestic situations, the potential for rapid turnover in the executive and legislative branches of the government brought about by constitutionally required elections, and the internal personnel management policies of our military departments all tend to work against the existence of a coherent process. Indeed, it would appear that the possibility of a single five year defense program (FYDP) being carried through to completion is

doomed from the start. Given th : the military departments, specifically the Army, can do little or nothing to manage the world or domestic environment and that there is no possibility of modifying the constitutionally mandated terms of the executive and legislative members, it is nonetheless appropriate to determine if internal Army procedures might be changed to improve the manner in which we execute the PPBES. Thus, the purpose of this study was to isolate a particular function, i.e. programming, to determine if the Army is gaining optimal benefit from those officers assigned to programming billets in the DA staff.

A key measure in making such a determination deals with the length of time DA staff officers serve in such billets. Assignment turbulence is a major problem throughout the Army. In many positions, especially those which require a high level of content and/or process expertise and which are relatively unique among normal assignments (i.e., where the skills, knowledge, and abilities must be learned on the job), personnel turbulence is a major limiting factor in job success.

One such class of positions is that of DA staff PPBES programmer. Officers filling these positions must learn an extremely complex process as well as develop the relevant content knowledge within the functional area of their respective assignments. Typically, officers assigned to programming positions are highly selected and among the "best and the brightest" members of the officer corps. Thus, they are "vulnerable" to selection for military and civilian schooling, promotion, command assignments, and more prestigious staff assignments.

The uniqueness and complexity of the DA staff PPBES programmers' jobs combine to increase the time required to learn the job and to become fully effective. The "high quality" of individuals sought for

these positions and the concomitant vulnerability to reassignment increase the rate of position turnover. The result of these factors may be less than optimal productivity and effectiveness.

The magnitude of these factors and potential solutions were unknown. This study was an attempt to estimate these magnitudes and to generate a set of feasible recommendations to deal with the problem of turbulence among DA staff PPBES programmers.

The study effort required assignment experience data and subjective opinions of action officers previously and currently assigned to DA PPBES programmer billets. This information was not available from DA staff offices or from MILPERCEN. Thus, direct contact with action officers was required.

Limitations Of The Study

Clearly, this study addressed but a small part of the total package. Findings and recommendations must be reviewed in light of their interrelationships with other facets of the PPBES. Subsequent efforts should look at management of planning and budgeting billets as well as ways to improve the integration of these functions.

Despite significant limitations and its narrow scope, it is nonetheless intended as a step in the right direction toward solution of a major problem.

CHAPTER II

METHODOLOGY

Population

For purposes of this study, DA staff PPBES programmers were considered to be officers assigned to one of the following offices.

1. Program Development Division (PDD), Program Analysis and Evaluation Directorate, Office of the Chief of Staff (PAED, OCSA).
2. Manpower and Force Program Analysis Division (MAFPAD), PAED, OCSA.
3. Acquisition Support Program Analysis Division (ASPAD), PAED, OCSA.
4. Resource Management Review Division (RMRD), PAED, OCSA.
5. Information Resources Management Division (IRMD), PAED, OCSA.
6. Program and Budget Division, ODCSPER.
7. Program and Budget Office, ODCSOPS.
8. Programs and Management Division, ODCSLOG.
9. Program Coordination Team, ODCSRDA.

Selection of these offices was based on their clearly identifiable functions of preparation, consolidation, evaluation, and review and analysis of programming documents. It is recognized that there are other designated billets throughout the staff which deal in programming

matters and further, that virtually every action officer deals directly or indirectly with programming issues. Exclusion of such personnel was a conscious decision by the author based on the time available for the study. Note: The newly created Planning and Integration Division of Strategy Plans & Policy Directorate, ODCSOPS, was not included in this effort, but should be in future studies based on its designed function of integrating planning and programming. Although it was not included as an identifiable element in this study, input from present members of the office was obtained based on their experience in several of the other offices listed.

The target population for the study was determined to be officers assigned to the offices listed from 1976 to the present. Such a population would be large enough to provide meaningful information across a spectrum of time in service, grades, branches, etc., as well as providing indicators of attitudes under various administrations and military supervisors. Thus, the entire population of approximately 200 officers was queried to provide both objective and subjective data.

Identification of respondents was done thru review of organizational charts for each of the offices listed and by rosters made available by those offices. Current addresses were then obtained from a series of sources including:

1. Register of Alumni, USAWC
2. Biographical sketches of current students at all SSC
3. Register of graduates, USMA
4. Telephone directories for Northern VA & Suburban MD
5. MILPERCEN - JASA Division, OPMD

Questionnaire Development

In order to obtain the required information, a questionnaire was developed which was intended to accomplish the following,

1. To determine how long officers remained assigned to programming billets and reason for their reassignment. Related data included basic year group, years of assignment and departure, rank on assignment and departure, assignment control branch, primary and alternate specialties, highest level schooling prior to assignment, and highest level of command prior to assignment. Data were analyzed using SPSS to determine if significant factors existed for those officers who were reassigned.

2. To determine how long officers should be assigned to programming billets. An analysis of subjective opinions of respondents regarding optimal tour length for officers assigned to their office was conducted. Questionnaire discriminated concerning prior experience with PPBES at various levels of command.

3. To determine whether or not attainment of the optimal tour length should take priority over assignment to key positions such as command or senior service colleges. Analysis of subjective opinion of respondents compared their background and experience to determine significant factors.

The questionnaire was developed with the assistance of Dr. Donald D. Penner, Director of Operations Research, USAWC and approved by Soldier Support Center IAW AR 600-46, 1 November 1978. A copy of the questionnaire and answer sheet is at Appendix 1.

Analysis Procedure

The primary basis of analysis was the IBM SPSS package as converted by the University of Kansas Academic Computer Center. The package was run on the USAWC Honeywell Series 6000. Computer analyses of the data were then combined with written input from the respondents to develop conclusions and recommendations.

CHAPTER III

RESPONSES

Following approval of the questionnaire and a cover letter signed by the CofS, USAWC, the questionnaire was mailed to respondents on 19 March 1982 with a suspense of 7 April 1982. Response was excellent with results as shown in Table 1.

QUESTIONNAIRE RESPONSES

Office	#Mailed	#Responses	#Useable Responses	%Useable Responses
PDD, PAED	26	22	21	81%
MAFPAD, PAED	42	38	37	88%
ASPAD, PAED	28	23	23	82%
RMRD, PAED	11	10	10	91%
IRMD, PAED	4	4	4	100%
P&B Div, ODCSPER	15	14	13	87%
P&B Off, ODCSOPS	38	32	31	82%
P&M Div, ODCSLOG	13	8	8	62%
Prog Coord Tm, ODCSRDA	20	18	17	85%
TOTAL	197	169	164	83%

NOTE: Figures Do not include:

Three questionnaires returned due to incorrect addresses.
One question returned without action - officer stated he had had no programming experience.
One answer sheet not used due to unresolvable coding errors.

TABLE 1

Of the 164 responses, 83 included additional comments concerning pros and cons of PPBES assignments, views on learning the job, ideas on job stability, and adequacy of the questionnaire itself. The essence of the comments is synthesized at Appendix 2.

Use of the OPSCAN answer sheet by the respondents resulted in coding errors on roughly 23% of the answer sheets. Errors were caused by skipping columns, darkening the incorrect row (e.g., filling in "0" rather than "1"), or by misinterpreting the instructions. Once these errors showed up on the preliminary computer run, they were corrected by the author thru a cross check procedure inherent in the design of the questionnaire (albeit an unintentional bit of serendipity . . . .)

Of a more significant nature, however, was a typographical error on the questionnaire which was undetected prior to mailing. The error resulted in two "strongly disagree" columns in the questionnaire heading for questions 36-46. The error in column 5, which should read "strongly agree" was positively commented on by 65 respondents (39.6%) thru such actions as making a notation on the questionnaire which was returned with the answer sheet or by making a note on the optional remarks page or the answer sheet itself. Although the balance of responses contain no direct evidence that the error was detected, the nature of the responses to the questions of concern are in keeping with the expected response and thereby indirectly suggest that the error was in fact noted and the answers indicated accordingly. Thus, while the error carried great potential for invalidating the data for questions 36-46, it is concluded that the error was in fact detected by most, if not all respondents. The data are therefore considered valid.

CHAPTER IV

DATA ANALYSES AND FINDINGS

Observations on Frequency Listing

Analysis began with a review of the frequency breakout of responses of the total population for each question. A copy of the frequency listing is at Appendix 3. General comments pertaining to the 164 respondents are as follows:

1. Basic year groups ranged from 1952 to 1977 with almost 50% (81) in year groups 61, 62, 63, and 64.

2. Approximately 58% (95) were assigned to the divisions of PAED with the balance assigned to offices within ODCSPER, ODCSOPS, ODCSLOG, or ODCSRDA.

3. Calendar year of arrival of officers varied from 1973 to 1982. Fourteen percent (23) were assigned prior to 1976 and less than 2% (3) in 1982.

4. 92.7% (152) were MAJ or LTC at the time they reported for duty; there were 4.3% (7) CPTs and 3% (5) COLs.

5. 48.2% (79) were combat arms, 21.3% (35) were combat support, and 30.5% (50) were combat service support.

6. 44.5% (73) carried a primary specialty of IN, FA, or ENGR; the remaining 55.5% were spread over 20 primary specialties.

7. 20.7% (34) were comptrollers as their other specialty and 34.1% (56) were ORSA; the balance of 45.2% were spread over 17 other

specialties.

8. 32.9% (54) had commanded at the O5 level prior to reporting for duty; of the remaining 110 officers, 103 (62.8% or total) had commanded at O3/O4 level.

9. 93.9% (154) had completed CGSC or the equivalent.

10. 14.1% (23) had completed SSC level schooling.

11. 35.6% (58) served as branch or team chiefs during their assignment.

The following data pertain to the 121 officers who had already departed or who had firm departure dates from the DA staff at the time they completed the questionnaire:

1. 58 (48%) of the 121 were assigned for two years or less; indeed, 32 (26%) stayed 18 months or less. 42 (35%) remained between two and three years, and 21 (17%) stayed beyond three years.

2. 44 (36%) departed during the 1977-79 time frame, and 72 (60%) during the 1980-82 time period.

3. 36 (30%) departed to command, 17 (14%) to attend CGSC or SSC level schooling, and 19 (16%) to assignment in OSD, OJCS, or other DA staff/Army secretariat positions. Seven (6%) retired or resigned, and 40 (33%) went to a variety of other assignments (Appendix 4).

Comparison of Subgroup Means and Frequencies

The next step in the data analysis entailed a comparison of frequency data and means for the following eight groupings of the 164 respondents:

1. PAE vs. Non PAE

2. Combat Arms vs. Combat Support vs. Combat Service Support

3. Other specialty 45 vs. 49 vs. all others

4. Highest level of command at O1-O4 vs. O5 commanders

5. Still assigned vs. those who remained two years or less vs. two to three years vs. more than three years

6. Reported as O3/O4 vs. reported as O4(P)-O6

7. Departed in 1976-79 vs. 1980-82 vs. still assigned

8. Highest job as AO vs. highest job as branch/team chief

The comparison yielded the following observations (see Table 2):

1. While 34.1% of the 164 respondents possess ORSA (49) as their other specialty, 47.4% of PAED officers carry ORSA as their other specialty against 15.9% of non-PAED officers.

2. Of the 79 combat arms officers who responded, 45.6% had O5 level command experience when they reported vs. 25.7% of the 35 combat support officers, and 18.0% of the 50 combat service support types.

3. Of the 54 officers with O5 level command experience when they reported, 65.9% departed in two years or less (36.4% in 18 months or less). 32.6% of the 54 left their PPBES to attend senior service schools (population mean of 14.3%).

4. Of the 58 officers who departed in two years or less, 54.4% went to command or military schooling; for the 42 who stayed in the PPBES job for 2-3 years, 47.6% went to command or military schooling.

5. 93 officers arrived with the rank of MAJ(P) - COL. Of these, 57% had commanded at the O5 level and 24.7% had attended SSC. Almost 60% of the 93 stayed two years or less (37.5% stayed 18 months or less).

6. Comparison of departure periods reveals that of the 47 officers who left in 1976-79, 51.1% went in two years or less; 42.6% of the 47 went to command, and 29.8% of the 47 went to "other" assignments.

TABLE OF SELECTED FREQUENCIES BY SUBGROUP

Q#	QUESTION		SECTION		REPORTED		CONTROL BRANCH			OTHER SPECIALTY		
		ALL	PAE	NON PAE	CPT MAJ	MAJ(P) COL	CA	CS	CSS	45	49	OTHER
5	% Combat Arms	48.2	45.3	52.2	40.8	53.8	-	-	-	32.4	53.6	47.3
	% Combat Support	21.3	27.4	13.0	29.5	15.1	-	-	-	20.6	26.8	21.7
	% Combat Service Support	30.5	27.4	34.8	29.6	31.2	-	-	-	47.0	19.7	31.1
7	% ORSA (49) as other specialty	34.1	47.4	15.9	31.0	36.6	38.0	42.9	22.0	-	-	-
	% Compt (45) as other specialty	20.7	10.5	34.8	26.8	16.1	17.7	11.4	32.0	-	-	-
8	% 05 comd exp prior to report	32.9	29.5	37.7	1.4	57.0	45.6	25.7	18.0	23.5	35.7	35.1
10	% SSC compl prior to report	14.1	14.7	13.2	-	24.7	19.0	11.4	8.2	15.2	14.3	13.5
11	% Spent 18 months or less	26.4	27.3	25.5	10.2	37.5	32.8	16.0	22.9	10.0	29.3	30.0
	% Spent 24 months or less	47.9	53.0	41.8	30.6	59.7	45.9	48.0	51.4	25.0	48.8	55.0
	% Spent 24-36 months	34.7	33.3	36.4	46.9	26.4	34.4	28.0	40.0	40.0	41.5	28.3
	% Spent more than 36 months	17.4	13.6	21.8	22.4	13.9	19.7	24.0	8.6	35.0	9.8	16.7
14	% AO as highest job held	64.4	75.8	48.5	78.9	53.3	61.5	71.4	64.0	48.5	69.6	67.6
	% Br/Tm Chief as highest job held	35.6	24.2	51.5	21.1	46.7	38.5	28.6	36.0	51.6	30.3	32.4
15	% Departed for 05/06 comd	30.3	30.8	29.1	37.5	25.0	30.5	32.0	28.6	20.0	31.7	34.5
	% Departed for CGSC/SSC	14.3	12.3	16.4	4.2	20.8	16.9	16.0	8.6	10.0	17.1	13.3
	% Departed for DA/Sec/OSD/OJCS	16.0	18.5	12.7	18.8	13.9	16.9	16.0	14.3	20.0	14.6	15.5
	% Retired/resigned	5.9	7.7	3.6	2.1	8.3	8.5	4.0	2.9	5.0	12.2	1.7
	% Other	33.6	30.8	36.4	37.5	30.6	27.1	32.0	45.7	45.0	24.2	36.2
	Size of subgroup	164	95	69	71	93	79	35	50	34	56	74

TABLE 2

TABLE OF SELECTED FREQUENCIES BY SUBGROUP

Q#	QUESTION	COMD EXP		HIGHEST JOB		TIME IN PPBES JOB				YEAR DEPARTED		
		01-04	05	AO	BR/TM CHIEF	STILL ASGD	≤2	>2 ≤3	>3	76-79	80-82	STILL ASGD
5	% Combat Arms	39.1	66.7	45.7	51.7	41.9	48.3	50.0	57.1	44.7	52.8	44.4
	% Combat Support	23.6	16.7	23.8	17.2	23.3	20.7	16.7	28.6	23.4	19.5	22.2
	% Combat Service Support	37.3	16.7	30.5	31.0	34.9	31.0	33.3	14.3	31.9	27.8	33.3
7	% ORSA (49) as other specialty	32.7	37.0	37.1	29.3	34.9	34.5	40.5	19.0	23.4	41.7	33.3
	% Compt (45) as other specialty	23.6	14.8	15.2	29.3	32.6	8.6	19.0	33.3	19.1	15.3	31.1
8	% 05 comd exp prior to report	-	-	22.9	50.0	23.3	50.0	26.2	19.0	34.0	37.5	24.4
10	% SSC compl prior to report	0.0	40.7	5.8	22.6	9.3	22.4	9.5	10.0	13.0	18.1	8.9
11	% Spent 18 months or less	20.8	36.4	31.1	19.1	-	-	-	-	27.7	26.4	-
	% Spent 24 months or less	37.7	65.9	54.1	38.3	-	-	-	-	51.1	45.8	-
	% Spent 24-36 months	40.3	25.0	32.4	38.3	-	-	-	-	27.7	40.3	-
	% Spent more than 36 months	22.1	9.1	13.5	23.4	-	-	-	-	21.3	13.9	-
14	% AO as highest job held	73.6	45.3	-	-	73.8	69.0	57.1	47.6	63.8	58.3	75.0
	% Br/Tm Chief as highest job held	26.3	54.7	-	-	26.2	31.0	42.8	52.4	36.2	41.7	25.0
15	% Departed for 05/06 comd	39.5	14.0	30.6	29.8	-	33.3	35.7	10.0	42.6	22.2	-
	% Departed for CGSC/SSC	3.9	32.6	11.1	19.1	-	21.1	11.9	0.0	12.8	15.3	-
	% Departed for DA/Sec/OSD/OJCS	17.1	14.0	22.2	6.4	-	15.8	19.0	10.0	10.6	19.4	-
	% Retired/resigned	3.9	9.3	1.4	12.8	-	5.3	4.8	10.0	4.3	6.9	-
	% Other	35.5	30.2	34.7	31.9	-	24.6	28.6	70.0	29.8	36.1	-
	Size of subgroup	110	54	105	58	43	58	42	21	47	72	45

TABLE 2

CONSOLIDATION OF MEANS BY SUBGROUP

Q#	QUESTION	ALL	SECTION		REPORTED AS		CONTROL BRANCH		
			PAE	NON PAE	CPT MAJ	MAJ(P COL	CA	CS	CSS
8	Highest level comd	3.689	3.611	3.797	3.070	4.161	3.924	3.571	3.400
9	CGSC completed	2.500	2.547	2.435	2.324	2.634	2.633	2.400	2.360
10	SSC completed	1.356	1.295	1.441	1.000	1.624	1.456	1.229	1.286
11	Time in PPBES billet	3.872	3.568	4.290	4.141	3.667	4.025	4.000	3.540
12	Rank on departure	4.762	4.537	5.072	4.028	5.323	5.063	4.486	4.480
14	Highest job held	1.497	1.368	1.676	1.239	1.696	1.551	1.429	1.460
16	Army needs: DA	3.780	3.579	4.058	4.085	3.548	3.911	3.657	3.660
17	Some	4.116	3.905	4.406	4.380	3.914	4.253	3.886	4.060
18	MACOM	4.598	4.537	4.681	4.732	4.495	4.772	4.543	4.360
19	None	5.116	5.042	5.217	5.197	5.054	5.278	5.057	4.900
20	Ind needs: DA	3.226	3.105	3.391	3.423	3.075	3.481	2.886	3.060
21	Some	3.360	3.232	3.536	3.563	3.204	3.570	3.209	3.260
22	MACOM	3.768	3.663	3.913	3.972	3.613	4.025	3.600	3.480
23	None	4.146	4.063	4.261	4.225	4.086	4.367	4.000	3.900
24	Both: DA	3.646	3.516	3.826	3.887	3.462	3.785	4.000	3.580
25	Some	3.841	3.684	4.058	4.009	3.645	3.949	3.714	3.760
26	MACOM	4.244	4.147	4.377	4.521	4.032	4.316	4.286	4.100
27	None	4.512	4.411	4.652	4.775	4.312	4.544	4.686	4.340
28	05 Comd - Prim Sel	2.049	2.126	1.942	2.127	1.989	2.000	2.057	2.120
29	05 Comd - Alt Act	2.207	2.337	2.029	2.324	2.118	2.152	2.600	2.020
30	06 Comd - Prim Sel	2.024	2.126	1.884	2.099	1.968	1.987	2.114	2.020
31	06 Comd - Alt Act	2.189	2.305	2.029	2.324	2.086	2.114	2.543	2.060
32	CGSC Selection	2.884	3.021	2.696	2.859	2.903	2.987	3.057	2.600
33	SSC - Primary Sel	2.646	2.789	2.449	2.676	2.624	2.696	2.657	2,560
34	SSC - Alt Act	2.744	2.895	2.536	2.873	2.645	2.709	3.086	2.560
35	SSC - Deferred Act	2.909	3.042	2.725	2.930	2.892	2.937	3.229	2.640
36	DA Staff/Secretariat	3.463	3.579	3.304	3.398	3.559	3.392	3.600	3.480
37	OSD	3.354	3.379	3.319	3.155	3.505	3.354	3.314	3.380
38	OJCS	3.530	3.632	3.391	3.324	3.688	3.532	3.571	3.500
39	Pers turnover is high	3.799	3.799	3.826	3.831	3.774	3.759	3.857	3.820
40	Off are best & brightest	3.810	3.904	3.681	3.803	3.815	3.795	3.886	3.780
41	Tasks often frustrating	4.195	4.000	4.464	4.211	4.183	4.190	4.200	4.200
42	Skills must be OJT	3.768	3.611	3.986	3.915	3.656	3.873	3.657	3.680
43	Not in job long enough	2.957	2.726	3.275	3.056	2.882	3.013	2.857	2.940
44	PPBES activities well org	2.774	3.000	2.464	2.873	2.699	2.886	2,743	2.620
45	Turnover made work diff	3.067	2.979	3.188	3.113	3.032	3.114	3.029	3.020
46	Rewarding experience	3.854	4.189	3.391	4.169	3.613	3.722	4.171	3.840
47	Can make contribution	4.030	4.284	3.681	4.155	3.935	3.924	4.314	4.000
	Size of subgroup	164	95	69	71	93	79	35	50

TABLE 2

CONSOLIDATION OF MEANS BY SUBGROUP

Q#	QUESTION	OTHER SPECIALTY			COMD EXP		HIGHEST JOB	
		45	49	OTHER	01-04	05	AO	BR/TM CHIEF
8	Highest level comd	3.500	3.786	3.703	-	-	3.505	4.000
9	CGSC completed	2.294	2.536	2.568	2.436	2.630	2.476	2.552
10	SSC completed	1.485	1.196	1.419	1.000	2.056	1.163	1.690
11	Time in PPBES billet	3.853	3.696	4.014	3.991	3.630	3.514	4.569
12	Rank on departure	3.941	4.821	5.095	4.227	5.852	4.371	5.534
14	Highest job held	1.576	1.500	1.459	1.300	1.906	-	-
16	Army needs: DA	3.912	3.607	3.851	3.845	3.648	3.638	4.086
17	Some	4.265	3.857	4.243	4.127	4.093	3.943	4.414
18	MACOM	4.588	4.375	4.770	4.564	4.667	4.419	4.914
19	None	5.029	5.018	5.230	5.109	5.130	4.924	5.466
20	Ind needs: DA	3.324	2.821	3.486	3.218	3.241	3.114	3.397
21	Some	3.500	2.875	3.662	3.355	3.370	3.257	3.517
22	MACOM	3.882	3.304	4.068	3.764	3.778	3.638	3.983
23	None	4.235	3.857	4.324	4.173	4.093	3.981	4.431
24	Both: DA	3.941	3.232	3.824	3.682	3.574	3.495	3.897
25	Some	4.147	3.411	4.027	3.845	3.833	3.667	4.138
26	MACOM	4.441	3.821	4.473	4.273	4.185	4.105	4.483
27	None	4.765	4.214	4.622	4.591	4.352	4.362	4.776
28	05 Comd - Prim Sel	2.441	1.875	2.000	2.145	1.852	1.990	2.103
29	05 Comd - Alt Act	2.412	2.196	2.122	2.291	2.037	2.162	2.259
30	06 Comd - Prim Sel	2.353	1.857	2.000	2.164	1.741	1.971	2.086
31	06 Comd - Alt Act	2.412	2.143	2.122	2.300	1.963	2.133	2.259
32	CGSC Selection	3.118	2.804	2.838	2.900	2.852	2.724	3.156
33	SSC - Primary Sel	2.765	2.554	2.662	2.773	2.389	2.486	2.897
34	SSC - Alt Act	2.853	2.821	2.635	2.864	2.500	2.657	2.862
35	SSC - Deferred Act	3.029	2.750	2.973	2.973	2.778	2.829	3.017
36	DA Staff/Secretariat	3.353	3.393	3.568	3.414	3.556	3.486	3.397
37	OSD	3.412	3.250	3.405	3.273	3.519	3.390	3.259
38	OJCS	3.412	3.482	3.622	3.473	3.648	3.562	3.448
39	Pers turnover is high	3.882	3.732	3.811	3.791	3.815	3.657	4.034
40	Off are best & brightest	3.706	4.036	3.689	3.782	3.868	3.781	3.895
41	Tasks often frustrating	4.324	4.268	4.081	4.155	4.278	4.190	3.895
42	Skills must be OJT	3.765	3.661	3.851	3.782	3.741	3.743	3.810
43	Not in job long enough	3.206	2.768	2.986	2.955	2.963	2.781	3.259
44	PPBES activities well org	2.824	2.786	2.743	2.873	2.574	2.752	2.828
45	Turnover made work diff	3.235	3.107	2.959	2.964	3.278	2.905	3.345
46	Rewarding experience	3.706	4.054	3.770	4.055	3.444	3.981	3.655
47	Can make contribution	3.882	4.161	4.000	4.155	3.778	4.105	3.897
	Size of subgroup	34	56	74	110	54	105	58

TABLE 2

CONSOLIDATION OF MEANS BY SUBGROUP

Q#	QUESTION	PERIOD IN PPBES JOB				YEAR DEPARTED		
		STILL ASGD	≤2	>2 ≤3	>3	76-79	80-82	STILL ASGD
8	Highest level comd	3.465	4.034	3.619	3.333	3.723	3.792	3.489
9	CGSC completed	2.442	2.483	2.500	2.667	2.553	2.486	2.467
10	SSC completed	1.209	1.621	1.262	1.100	1.391	1.431	1.200
11	Time in PPBES billet	-	3.224	5.643	8.000	4.957	4.833	-
12	Rank on departure	-	6.069	6.310	5.762	6.128	6.222	-
14	Highest job held	1.381	1.448	1.619	1.619	1.532	1.556	1.364
16	Army needs: DA	3.512	3.810	3.929	3.952	3.894	3.833	3.578
17	Some	3.860	4.138	4.167	4.476	4.213	4.181	3.911
18	MACOM	4.372	4.655	4.667	4.762	4.830	4.583	4.378
19	None	4.791	5.172	5.238	5.381	5.213	5.264	4.778
20	Ind needs: DA	3.256	3.069	3.357	3.333	3.319	3.111	3.311
21	Some	3.372	3.190	3.524	3.476	3.553	3.194	3.422
22	MACOM	3.837	3.569	4.000	3.714	3.936	3.597	3.867
23	None	4.256	3.914	4.310	4.238	4.149	4.069	4.267
24	Both: DA	3.465	3.517	3.952	3.762	3.872	3.569	3.533
25	Some	3.698	3.690	4.048	4.143	4.064	3.750	3.756
26	MACOM	4.233	3.983	4.500	4.476	4.447	4.097	4.267
27	None	4.581	4.207	4.762	4.714	4.524	4.417	4.600
28	05 Comd - Prim Sel	2.000	1.914	2.071	2.476	2.106	2.014	2.044
29	05 Comd - Alt Act	1.977	2.052	2.452	2.619	2.298	2.264	2.022
30	06 Comd - Prim Sel	1.884	1.914	2.071	2.524	2.170	1.986	1.933
31	06 Comd - Alt Act	1.884	2.069	2.500	2.524	2.298	2.278	1.933
32	CGSC Selection	2.605	2.828	3.000	3.381	3.170	2.861	2.622
33	SSC - Primary Sel	2.395	2.672	2.476	3.429	2.787	2.694	2.422
34	SSC - Alt Act	2.442	2.690	2.833	3.333	2.830	2.861	2.467
35	SSC - Deferred Act	2.698	3.000	3.786	3.286	3.043	2.944	2.711
36	DA Staff/Secretariat	3.349	3.379	3.786	3.286	3.660	3.417	3.333
37	OSD	3.163	3.293	3.714	3.190	3.660	3.278	3.156
38	OJCS	3.349	3.483	3.738	3.619	3.915	3.403	3.333
39	Pers turnover is high	3.355	3.828	3.929	4.000	3.723	3.972	3.600
40	Off are best & brightest	3.628	3.862	3.976	3.714	3.848	3.917	3.600
41	Tasks often frustrating	4.116	4.138	4.310	4.286	4.085	4.306	4.133
42	Skills must be OJT	3.488	3.876	3.786	4.000	3.915	3.806	3.556
43	Not in job long enough	2.837	2.966	3.000	3.095	3.043	2.931	2.911
44	PPBES activities well org	2.791	2.724	2.762	2.905	2.830	2.722	2.800
45	Turnover made work diff	3.000	2.862	3.286	3.333	3.064	3.097	3.022
46	Rewarding experience	3.791	3.810	3.976	3.857	4.170	3.708	3.756
47	Can make contribution	3.930	4.052	4.000	4.238	4.234	3.986	3.889
	Size of subgroup	43	58	42	21	47	72	45

TABLE 2

Of the 72 who departed from 1980-82, 45.8% went in two years or less; 22.2% of the 72 went to command, and 36.1% of the 72 went to other assignments. The sharp decline in percentage of those departing for command is probably a direct result of the extended command tour lengths which began in late 1979/early 1980. Correspondingly, there was an increase in those officers who remained from two to three years, i.e., from 27.7% for the 1976-79 sub-group to 40.3% for the 1980-82 sub-group.

Optimal Tour Lengths

One of the principle issues of this paper was to determine how long the average action officer should remain in a DA staff PPBES programmer's billet. To develop meaningful data, it was necessary to consider the PPBES experience level of officers as well as how the Army's needs may vary with the individual's needs and those of his family as they impact on tour length. To include these factors, the questions were formulated as shown in Figure 1.

Review of the means of the responses by the various subgroups yielded the data shown in Table 3.

Translating the mean values of Table 3 into recommended tour lengths expressed in months was done using the Means to Month Conversion Table at Appendix 5. The conversion resulted in the data shown in Table 4. As expected, these data reflect the respondent's opinions that officers with no experience in PPBES should be assigned for a longer time than those who have worked with the system.

Note also that replies varied whether the respondent was assessing the needs of the Army or the needs of the individual. Again, as expected, the responses indicated a longer tour length when only the Army's needs were considered as opposed to individual and family needs.

QUESTIONNAIRE FORMAT TO DETERMINE OPTIMAL TOUR LENGTH

Personal Opinions

Please answer questions 24 thru 46 to provide your personal opinions on how long you feel officers should be assigned to the DA staff in a billet associated with PPBES programming functions.

Answer questions for the PPBES office to which you were most recently assigned.

Base your answers on your experience during the time period in which you served in the PPBES office.

For questions 24 thru 35 use the following response codes:

(1) 12 months or fewer	(5) 31 to 36 months
(2) 13 to 18 months	(6) 37 to 42 months
(3) 19 to 24 months	(7) 43 to 48 months
(4) 25 to 30 months	(8) more than 48 months

Considering only the needs of the Army (learning curve, length and complexity of PPBES cycle, pay-back, getting "money's worth," etc), what do you think should be the optimum tour length for the average action officer assigned to your office if the officer:

24. HAD WORKED IN A DESIGNATED PPBES PROGRAMMING BILLET ON THE DA STAFF?

25. HAD SOME EXPERIENCE WITH PPBES ON THE DA STAFF, E.G., HAD WORKED WITH PBG/PARR/POM INPUT/ISSUES?

26. HAD WORKED WITH PPBES AT MACOM LEVEL ONLY?

27. HAD NO EXPERIENCE WITH PPBES AT DA OR MACOM LEVEL?

Considering only the needs of the individual (family, personal stress, "burn-out," etc) what do you think should be the optimum tour length for the average action officer assigned to your office if the officer:

28. HAD WORKED IN A DESIGNATED PPBES PROGRAMMING BILLET ON THE DA STAFF?

29. HAD SOME EXPERIENCE WITH PPBES ON THE DA STAFF, E.G., HAD WORKED WITH PBG/PARR/POM INPUT/ISSUES?

30. HAD WORKED WITH PPBES AT MACOM LEVEL ONLY?

31. HAD NO EXPERIENCE WITH PPBES AT DA OR MACOM LEVEL?

Considering the needs of both the Army and the individual, what do you think should be the optimum tour length for the average action officer assigned to your office if the officer:

32. HAD WORKED IN A DESIGNATED PPBES PROGRAMMING BILLET ON THE DA STAFF?

33. HAD SOME EXPERIENCE WITH PPBES ON THE DA STAFF, E.G., HAD WORKED WITH PBG/PARR/POM INPUT/ISSUES?

34. HAD WORKED WITH PPBES AT MACOM LEVEL ONLY?

35. HAD NO EXPERIENCE WITH PPBES AT DA OR MACOM LEVEL?

FIGURE 1

SUBGROUP MEANS FOR OPTIMAL TOUR LENGTHS

	MIN	MEAN	MAX
ARMY NEEDS ONLY			
DA PPBES experience	3.512	3.780	4.086
Some DA experience	3.857	4.116	4.476
MACOM experience	4.360	4.598	4.830
No experience	4.778	5.116	5.466
INDIVIDUAL NEEDS ONLY			
DA PPBES experience	2.821	3.226	3.486
Some DA experience	2.875	3.360	3.662
MACOM experience	3.304	3.768	4.068
No experience	3.857	4.146	4.431
BOTH ARMY & INDIVIDUAL NEEDS			
DA PPBES experience	3.232	3.646	4.000
Some DA experience	3.411	3.841	4.147
MACOM experience	3.821	4.244	4.521
No experience	4.207	4.512	4.776

TABLE 3

RECOMMENDED OPTIMAL TOUR LENGTHS (MONTHS)

	MIN	MEAN	MAX
ARMY NEEDS ONLY			
DA PPBES experience	25	26	28
Some DA experience	27	28	30
MACOM experience	30	31	32
No experience	32	34	36
INDIVIDUAL NEEDS ONLY			
DA PPBES experience	20	23	24
Some DA experience	21	24	25
MACOM experience	23	26	28
No experience	27	28	30
BOTH ARMY & INDIVIDUAL NEEDS			
DA PPBES experience	23	25	28
Some DA experience	24	27	28
MACOM experience	26	29	31
No experience	29	31	32

TABLE 4

The differences varied from 3-6 months depending on the officer's experience with PPBES. Overall, considering the needs of both the Army and the individual, the respondents recommended an optimal tour length of 25-31 months, again based on experience. This recommendation is consistent with the written comments received with the answer sheets. It is interesting to note with regard to this recommendation that 52% of the respondents were in fact assigned for two years or more and 40% were assigned for more than 2.5 years.

Stability in PPBES vs. Reassignment

Another major purpose of the study effort was to determine whether or not PPBES programmers on the DA staff should be permitted to leave their billets for reassignment prior to completion of the "optimal" tour lengths discussed above. Questionnaire respondents were asked to give their opinions on this relative to several different types of assignments as shown in Figure 2.

Again, using the means of the various subgroupings of respondents, their opinions are reflected in Table 5. Conversion of these data into statements of agreement or disagreement provides the information in Table 6. Thus, it is clear that the respondents believe that O5 and O6 command should take priority over completion of the "optimal" PPBES tour length. Opinions concerning CGSC and SSC level schooling and DA Staff/Army Secretariat/OSD level assignments are generally neutral, while there is some indication that completion of PPBES tours should take priority over assignment to OJCS.

Another comparison may be obtained by noting the absolute frequencies in which the 164 respondents checked the "strongly disagree" or "strongly agree" block (see Table 7).

QUESTIONNAIRE FORMAT TO DETERMINE ASSIGNMENT PRIORITY

In questions 32 thru 35 above, you selected optimum tour lengths for an average action officer assigned to your PPBES office based on the needs of both the Army and the individual. Should completion of that tour length take priority over reassignment?

Please indicate your agreement or disagreement with the following statement as it applies to each of the following types of reassignment.

STATEMENT: COMPLETION OF THE OPTIMAL TOUR LENGTH FOR MY PPBES OFFICE SHOULD TAKE PRIORITY OVER ASSIGNMENT FOR:

		strongly disagree	disagree	neutral	agree	strongly agree
36.	05 level command primary selection	(1)	(2)	(3)	(4)	(5)
37.	05 level command alt activation	(1)	(2)	(3)	(4)	(5)
38.	06 level command primary selection	(1)	(2)	(3)	(4)	(5)
39.	06 level command alt activation	(1)	(2)	(3)	(4)	(5)
40	Staff college level schooling	(1)	(2)	(3)	(4)	(5)
41.	SSC level schooling primary selection	(1)	(2)	(3)	(4)	(5)
42.	SSC level schooling alt activation	(1)	(2)	(3)	(4)	(5)
43.	SSC level schooling deferred activation	(1)	(2)	(3)	(4)	(5)
44.	DA staff/secretariat	(1)	(2)	(3)	(4)	(5)
45.	OSD staff	(1)	(2)	(3)	(4)	(5)
46.	OJCS	(1)	(2)	(3)	(4)	(5)

FIGURE 2

SUBGROUP MEANS FOR ASSIGNMENT PRIORITIES

COMPLETION OF PPBES OPTIMAL TOUR SHOULD TAKE PRIORITY OVER:	MIN	MEAN	MAX
O5 Command - Primary Sel	1.852	2.849	2.476
O5 Command - Alternate Act	1.977	2.287	2.619
O6 Command - Primary Sel	1.741	2.824	2.524
O6 Command - Alternate Act	1.884	2.189	2.543
CGSC Sel	2.688	2.884	3.381
SSC - Primary Sel	2.389	2.646	3.429
SSC - Alternate Act	2.442	2.744	3.333
SSC - Deferred Act	2.648	2.989	3.289
DA Staff/Army Secretariat	3.286	3.463	3.786
OSD	3.155	3.354	3.714
OJCS	3.324	3.358	3.915

TABLE 5

RECOMMEND PRIORITY OF ASSIGNMENT

COMPLETION OF PPBES OPTIMAL TOUR SHOULD TAKE PRIORITY OVER:	MIN	MEAN	MAX
O5 Command - Primary Sel	Disagree	Disagree	Disagree
O5 Command - Alternate Act	Disagree	Disagree	Neutral
O6 Command - Primary Sel	Disagree	Disagree	Neutral
O6 Command - Alternate Act	Disagree	Disagree	Neutral
CGSC Sel	Neutral	Neutral	Neutral
SSC - Primary Sel	Disagree	Neutral	Neutral
SSC - Alternate Act	Disagree	Neutral	Neutral
SSC - Deferred Act	Neutral	Neutral	Neutral
DA Staff/Army Secretariat	Neutral	Neutral	Agree
OSD	Neutral	Neutral	Agree
OJCS	Neutral	Agree	Agree

TABLE 6

ASSIGNMENT PRIORITY - COMPARISON OF EXTREME RESPONSES

COMPLETION OF PPBES OPTIMAL TOUR SHOULD TAKE PRIORITY OVER:	STRONGLY DISAGREE	STRONGLY AGREE
O5 Command - Primary Sel	88	10
O5 Command - Alternate Act	71	11
O6 Command - Primary Sel	88	13
O6 Command - Alternate Act	76	14
CGSC Sel	39	17
SSC - Primary Sel	47	16
SSC - Alternate Act	42	18
SSC - Deferred Act	48	23
DA Staff/Secretariat	13	34
OSD	14	31
OJCS	14	37

TABLE 7

Other Subjective Opinions of Respondents

The questionnaire contained *nine* statements regarding PPBES assignments and asked the respondents to indicate their agreement or disagreement with each one. Statements are shown in Figure 3; their sequence has been reordered from that of the questionnaire to facilitate review. Means of the subgroups are shown in Figure 8, and conversion to statements of agreement or disagreement is shown in Figure 9.

Review of the means of the various sub-groups indicates that there was no collective "strong disagreement" or "strong agreement" with any statement. Indeed, only one sub-group, non-PAE officers, registered collective "disagreement"; this involved the statement that ". . . PPBES activities are well organized." All other statements evoked a "neutral" response or "agreement."

QUESTIONNAIRE FORMAT FOR SUBJECTIVE OPINIONS

For items 47 thru 55 please indicate your agreement or disagreement with the following statements based on your experience in your PPBES office:

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
48.	Officers given PPBES assignments are among the "best and brightest" members of the officers corps	(1)	(2)	(3)	(4)	(5)
50.	Most of the skills that a PPBES programmer needs must be learned on the job	(1)	(2)	(3)	(4)	(5)
47.	The personnel turn-over in PPBES programmers is high	(1)	(2)	(3)	(4)	(5)
51.	Most officers do not stay in PPBES positions long enough to become effective at their job	(1)	(2)	(3)	(4)	(5)
53.	While serving my PPBES assignment, the turnover among my coworkers made productivity difficult	(1)	(2)	(3)	(4)	(5)
49.	The actual tasks done by officers during a PPBES assignment are often frustrating	(1)	(2)	(3)	(4)	(5)
52.	Based upon my experience in a PPBES assignment, I believe that PPBES activities are well organized	(1)	(2)	(3)	(4)	(5)
54.	Working in a PPBES programming billet on the DA staff is a rewarding experience	(1)	(2)	(3)	(4)	(5)
55.	PPBES programmers on the DA staff are able to make meaningful contributions to the DA programming process	(1)	(2)	(3)	(4)	(5)

FIGURE 3

SUBGROUP MEANS FOR SUBJECTIVE OPINIONS

STATEMENT	MIN	MEAN	MAX
PPBES officers are "Best & Brightest"	3.600	3.810	4.036
PPBES skills must be developed by OJT	3.488	3.768	4.000
Turnover is high	3.355	3.799	4.034
Officers leave before they become effective	2.726	2.957	3.275
Turnover makes productivity difficult	2.862	3.067	3.345
Tasks are frustrating	3.895	4.195	4.464
Activities well organized	2.464	2.774	3.000
Rewarding experience	3.391	3.854	4.189
Can make contribution	3.681	4.030	4.314

TABLE 8

SUBJECTIVE OPINIONS - AGREEMENT/DISAGREEMENT STATEMENTS

STATEMENT	MIN	MEAN	MAX
PPBES officers are "Best & Brightest"	Agree	Agree	Agree
PPBES skills must be developed by OJT	Neutral	Agree	Agree
Turnover is high	Neutral	Agree	Agree
Officers leave before they become effective	Neutral	Neutral	Neutral
Turnover makes productivity difficult	Neutral	Neutral	Neutral
Tasks are frustrating	Agree	Agree	Agree
Activities well organized	Disagree	Agree	Agree
Rewarding experience	Neutral	Agree	Agree
Can make contribution	Agree	Agree	Agree

TABLE 9

Additional observations are as follows:

1. Respondents agreed that officers assigned to PPBES billets are among the "best and brightest" members of the officer corps.

2. Respondents agreed that most skills must be learned on the job. Voluntary comments support this view.

3. Officers agreed that turnover of PPBES programmers was high, but they were neutral in their feelings as to whether officers did

not stay in their jobs long enough to become effective or if the turnover made productivity difficult.

4. Officers agreed that actual tasks are often frustrating, and they in turn disagreed with the statement that PPBES activities are well organized. On the contrary, they agreed that working in a PPBES programming billet is a rewarding experience and that they could make meaningful contributions to the DA programming process.

Voluntary Comments of Respondents

Eighty-three of the 164 respondents submitted voluntary comments which are synthesized at Appendix 2. The comments may be consolidated into five major groups:

1. Advantages of PPBES Programming Assignment
2. Disadvantages of PPBES Programming Assignment
3. Comments on PPBES Programmers Assignments Policy
4. Comments on Training for PPBES Programmers
5. Comments on Questionnaire

Comments citing advantages of a PPBES assignment must be viewed in conjunction with those listing disadvantages. It is evident that the latter outnumbered the former (each comment listed generally appeared only once). As described in the preceding paragraph, while officers believed that they could make contributions and found the experience rewarding, the frustrations of such an assignment are significant. Common threads among the stated disadvantages are dissatisfaction with the knowledge and decisionmaking ability of some "bosses," the apparent importance of "playing politics," and endless "what if" drills.

Comments concerning recommended tour lengths were consistent with questionnaire responses wherein two to three years was the general

consensus. Comments again mentioned frustrations of PPBES work and resultant "burnout." One comment pointed out that an O6 in the PPBES system can have far greater influence than a brigade commander and recommended an O6 tour length of four years. Other ideas suggested that PPBES programmers be made fully aware of frustrations, working hours, and impacts on the family; that psychological testing be a prerequisite; and that currently assigned action officers be given a vote on the acceptability of nominees for PPBES billets in their shop.

Suggestions for training officers for PPBES jobs supported questionnaire responses that OJT was the primary method. Several officers, however, commented that some form of read-ahead material would be helpful prior to reporting for assignment, that a formal orientation once on board would be of benefit; and that the Army school system (CGSC/SSC) could do a better job of institutional training in PPBES procedures. There were several comments which stressed the need for people to serve as action officers on the DA staff for 18-24 months before going into a programming billet.

Comments on the questionnaire itself were contradictory, as expected. Several officers felt the questionnaire was unambiguous while others believe it contained built-in bias. The role of civilians was intentionally omitted because uniformed personnel play the predominate role in programming while the role of civilians is stronger in many budgeting offices. Planning and budgeting were excluded due to the limited time available. Subsequent efforts should deal with these critical functions. The effects of the director of PAED, while not addressed directly, may be noted in the frequency listings grouped by year of departure. The omission of the ODCSOPS Program and Integration

Division and the error on the questionnaire for Questions 36-46 have been addressed in Chapters II and III respectively.

CHAPTER V

CONCLUSIONS

Reliability of the Findings

The responses to the questionnaire provide findings statistically significant at the 05 level and, indeed, may be considered to be on the conservative side.

Conclusions

1. Officers who took part in the study all had previous or current experience as DA staff PPBES programmers as defined in Chapter II. Accordingly, they may be characterized as a panel of knowledgeable, but not necessarily unbiased, experts on the question of optimal tour lengths for DA staff programmers.

2. The extension of command tour lengths has improved the overall stability of officers in DA staff PPBES programmer's billets.

3. The optimal tour length for a PPBES programmer on the DA staff, considering the needs of both the Army and the individual, is between 24 and 30 months. This conclusion assumes the officer will have spent 12-18 months on the DA staff as an action officer prior to becoming a PPBES programmer.

4. Assignment stability of DA PPBES programmers should take priority over all other assignments except command and primary selection for attendance at SSC.

5. Duty as a PPBES programmer, although rewarding in most cases, is a highly frustrating experience which requires a unique type of individual.

6. PPBES skills are best learned on the job due to complexity and dynamics of the system; however, formal orientations and reading materials prior to or at the beginning of an assignment and improved instruction in service schools would contribute to improved performance early in an assignment.

7. Many O6-O8 level bosses do not understand the PPBES process and do not provide adequate leadership or demonstrate a positive decisionmaking capability.

8. The officers previously and presently assigned to PPBES programmers' billets are generally a sincere, highly motivated, and dedicated group who earnestly seek the best for the Army.

9. Follow-on study of the planning and budgeting assignment policy is appropriate.

CHAPTER VI

RECOMMENDATIONS

1. That officers selected for duty as PPBES programmers have 12-18 months experience as DA staff action officers.

2. That officers selected for duty as PPBES programmers be stabilized for 24 to 30 months in the PPBES office, exceptions only for O5 or O6 command or primary SSC selection.

3. That assignment as a PPBES programmer be voluntary and that officers nominated be carefully screened and personally interviewed by prospective raters to judge the officer's ability to handle the pressures and frustrations of such an assignment.

4. That a formal orientation program be established by the DA staff to bring newly assigned programmers to a minimum essential knowledge level. That the "Programmers Guide" be furnished officers prior to their assignment to a PPBES billet.

5. That PPBES instruction in service schools be expanded, principally thru the elective program.

6. That senior officers assigned as PPBES division chiefs and directors have prior experience as action officers in the PPBES.

7. That follow-on studies be conducted on the assignment policies of PPBES planners and budgeteers.

APPENDIX 1

QUESTIONNAIRE

DEPARTMENT OF THE ARMY
US ARMY WAR COLLEGE
CARLISLE BARRACKS, PENNSYLVANIA 17013

REPLY TO ATTENTION OF

AWCA

12 MAR 1982

SUBJECT: USAWC Military Studies Program Questionnaire

SEE DISTRIBUTION

1. One of our students is participating in our Military Studies Program to determine the optimal length of assignment of PPBES programmers on the DA staff. The ultimate goal is to improve the ability of the Army to develop more coherent, balanced, and defensible resource allocations through the PPBES process.

2. The basis for this study will be the response to questionnaires by officers previously or presently assigned to the DA staff in billets closely associated with PPBES programming functions. As one of those officers, your experience and opinions are critical to the success of this effort. Accordingly, we would appreciate your assistance by completing and returning the inclosed questionnaire. A maximum of 30 minutes will be required. The study/questionnaire has been approved by HQDA UP AR 600-46.

3. All response data from individuals will be confidential; individual answer sheets will be destroyed by the project officer when the analysis is complete but NLT 31 May 1982.

4. Please return the completed questionnaire and answer sheet at your earliest convenience but NLT 7 April 1982 in order for this project to meet its milestones. A self-addressed envelope has been provided for your use.

5. Project officer is LTC(P) Paul T. Weyrauch, AV 242-4005.

FOR THE COMMANDANT:

William T. Leggett Jr.

WILLIAM T. LEGGETT, JR.
Colonel, Infantry
Secretary/Chief of Staff

Incl
as

DISTRIBUTION:

Officers assigned to DA staff in PPBES programming billets during the period 1977-present.

SCR: ATZI-NCR-MA-82-10

SURVEY QUESTIONNAIRE

on

Optimal Length of Assignment of PPBES Programmers on the DA Staff

for

Military Studies Program
US Army War College
Carlisle Barracks, PA 17013

Answers to questions 1 thru 55 should be recorded on the attached mark sense answer sheet with a #2 pencil. If you change any answer, please erase the incorrect answer completely.

PART 1

Factual Information

Please answer questions 1 thru 23 to provide personal data concerning your experience on the DA Staff in a billet associated with PPBES programming functions.

If you have been assigned to more than one of the offices listed, answer questions based on your most recent assignment.

If you held more than one job within one of the offices listed during a single tour, answer questions based on your total time within that office.

****

1 1-2 WHAT IS YOUR BASIC YEAR GROUP (LAST TWO DIGITS)?

Use column 1 & 2 on the answer sheet to record your response. For example, if your basic year group is "1960," enter "6" in col 1 and "0" in col 2.

2 3. TO WHICH OFFICE ARE/WERE YOU ASSIGNED DURING YOUR MOST RECENT EXPERIENCE WITH PPBES PROGRAMMING FUNCTIONS?

(1) Program Development Team/Division, PAED

(2) Manpower and Force Program Analysis Team/Division, PAED

(3) Acquisition Support Program Analysis Team/Division, PAED

(4) Resource Management Review Division, PAED

(5) Information Resources Management Division, PAED

(6) Program & Management Office, ODCSPER

(7) Program & Budget Office, ODCSOPS

(8) Program & Budget Division, ODCSLOG

(9) Program Coordination Team, ODCSRDA

3 4-5 WHAT YEAR DID YOU REPORT FOR DUTY IN THE PPBES OFFICE (LAST TWO DIGITS OF CALENDAR YEAR)?

4 6. WHAT WAS YOUR RANK AT THE TIME YOU REPORTED FOR DUTY IN THE PPBES OFFICE?

(1) CPT	(5) LTC
(2) CPT (P)	(6) LTC (P)
(3) MAJ	(7) COL
(4) MAJ (P)	(8) COL (P)

5 7-8. WHAT WAS YOUR ASSIGNMENT CONTROL BRANCH AT THE TIME YOU REPORTED FOR DUTY IN THE PPBES OFFICE?

Please indicate response on answer sheet using two digit response code for each branch shown below:

(01) IN	(05) EN	(09) OD	(13) AVN
(02) AR	(06) SC	(10) QM	(14) SJA
(03) FA	(07) MP	(11) TC	(15) FI
(04) AD	(08) MI	(12) MSC	(16) AG

**** renumbering used in data analysis

6 9-10. WHAT WAS YOUR PRIMARY SPECIALTY (TWO DIGIT NUMERICAL DESIGNATION) AT THE TIME YOU REPORTED FOR DUTY IN THE PPBES OFFICE?

7 11-12. WHAT WAS YOUR OTHER SPECIALTY (TWO DIGIT NUMERICAL DESIGNATION) AT THE TIME YOU REPORTED FOR DUTY IN THE PPBES OFFICE?

8 13. WHAT WAS YOUR HIGHEST LEVEL OF COMMAND EXPERIENCE AT THE TIME YOU REPORTED FOR DUTY IN THE PPBES OFFICE?

(1) None at any grade

(2) 01/02 level command (plt/sec)

(3) 03 level command (co/btry/trp/avn plt/det)

(4) 04 level command (avn co/air cav trp/ADP det/msl btry)

(5) 05 level command (bn/sqdn/proj mgr/plant)

(6) 06 level command (bde/div arty/gp/district/proj mgr/DISCOM)

9 14. WHAT STAFF COLLEGE LEVEL SCHOOLING HAD YOU COMPLETED AT THE TIME YOU REPORTED FOR DUTY IN THE PPBES OFFICE?

(1) No staff college level schooling completed

(2) CGSC resident

(3) CGSC non-resident

(4) Armed Forces Staff College

(5) Other US service staff college (Air/Navy)

(6) Other equivilent schooling (incl foreign)

10 15. WHAT SENIOR SERVICE COLLEGE LEVEL SCHOOLING HAD YOU COMPLETED AT THE TIME YOU REPORTED FOR DUTY IN THE PPBES OFFICE?

(1) No senior service college level completed

(2) Army War College resident

(3) Army War College Corresponding Studies Program

(4) Air War College

(5) Naval War College

(6) National War College

(7) Industrial College of the Armed Forces

(8) Other equivilent schooling (incl foreign)

For questions 16-20:

If you are still assigned to one of the offices listed, but have orders with a definite departure date, answer the questionnaire as of the departure date. If you are still assigned and do not have orders or have orders without a definite departure date, answer questions as "still assigned".

11 16. WHAT PERIOD OF TIME DID YOU SERVE IN THE PPBES OFFICE?

(1) N/A - still assigned
(2) 12 months or fewer
(3) 13 to 18 months
(4) 19 to 24 months
(5) 25 to 30 months
(6) 31 to 36 months
(7) 37 to 42 months
(8) 43 to 48 months
(9) more than 48 months

12 17-18. WHAT WAS YOUR RANK AT THE TIME YOU LEFT THE PPBES OFFICE?

Please indicate response on answer sheet using two digit response code for each rank shown below:

(01) N/A - still assigned
(02) CPT
(03) CPT (P)
(04) MAJ
(05) MAJ (P)
(06) LTC
(07) LTC (P)
(08) COL
(09) COL (P)
(10) BG

13 19-20. IN WHAT YEAR DID YOU LEAVE THE PPBES OFFICE (LAST TWO DIGITS OF CALENDAR YEAR)?

If still assigned, fill in columns to indicate "99"

14 21. WHAT WAS/IS THE HIGHEST LEVEL JOB YOU HELD/HOLD IN THE PPBES OFFICE?

(1) Action officer
(2) Branch/team chief (05 level)
(3) Team/division/office chief (06 level)

15 22-23. WHY DID YOU LEAVE THE PPBES OFFICE?

Include TDY enroute as part of the ultimate assignment, e.g., if you departed to attend the pre-command course enroute to battalion level command, you should mark "06" or "07" on the answer sheet as applicable.

Please indicate response on the answer sheet using two digit response code for each assignment shown below:

(01) N/A - still assigned

(02) To attend staff college level schooling

(03) To attend SSC level schooling - primary list

(04) To attend SSC level schooling - activated from alt list

(05) To attend SSC level schooling - activated from deferred list

(06) To assume 05 level command - primary list

(07) To assume 05 level command - activated from alt list

(08) To assume 06 level command - primary list

(09) To assume 06 level command - activated from alt list

(10) Assigned to DA staff/Army secretariat

(11) Assigned to OSD staff

(12) Assigned to OJCS

(13) To retire

(14) To resign or be released from active duty

(15) Other_____

Please mark "15" on answer sheet, and write in duty on questionnaire, e.g.,
"Division G3"

PART II

Personal Opinions

Please answer questions 24 thru 46 to provide your personal opinions on how long you feel officers should be assigned to the DA staff in a billet associated with PPBES programming functions.

Answer questions for the PPBES office to which you were most recently assigned.

Base your answers on your experience during the time period in which you served in the PPBES office.

For questions 24 thru 35 use the following response codes:

(1) 12 months or fewer	(5) 31 to 36 months
(2) 13 to 18 months	(6) 37 to 42 months
(3) 19 to 24 months	(7) 43 to 48 months
(4) 25 to 30 months	(8) more than 48 months

Considering only the needs of the Army (learning curve, length and complexity of PPBES cycle, pay-back, getting "money's worth," etc), what do you think should be the optimum tour length for the average action officer assigned to your office if the officer:

16 24. HAD WORKED IN A DESIGNATED PPBES PROGRAMMING BILLET ON THE DA STAFF?

17 25. HAD SOME EXPERIENCE WITH PPBES ON THE DA STAFF, E.G., HAD WORKED WITH PBG/PARR/POM INPUT/ISSUES?

18 26. HAD WORKED WITH PPBES AT MACOM LEVEL ONLY?

19 27. HAD NO EXPERIENCE WITH PPBES AT DA OR MACOM LEVEL?

Considering only the needs of the individual (family, personal stress, "burn-out," etc) what do you think should be the optimum tour length for the average action officer assigned to your office if the officer:

20 28. HAD WORKED IN A DESIGNATED PPBES PROGRAMMING BILLET ON THE DA STAFF?

21 29. HAD SOME EXPERIENCE WITH PPBES ON THE DA STAFF, E.G., HAD WORKED WITH PBG/PARR/POM INPUT/ISSUES?

22 30. HAD WORKED WITH PPBES AT MACOM LEVEL ONLY?

23 31. HAD NO EXPERIENCE WITH PPBES AT DA OR MACOM LEVEL?

Considering the needs of both the Army and the individual, what do you think should be the optimum tour length for the average action officer assigned to your office if the officer:

24 32. HAD WORKED IN A DESIGNATED PPBES PROGRAMMING BILLET ON THE DA STAFF?

25 33. HAD SOME EXPERIENCE WITH PPBES ON THE DA STAFF, E.G., HAD WORKED WITH PBG/PARR/POM INPUT/ISSUES?

26 34. HAD WORKED WITH PPBES AT MACOM LEVEL ONLY?

27 35. HAD NO EXPERIENCE WITH PPBES AT DA OR MACOM LEVEL?

In questions 32 thru 35 above, you selected optimum tour lengths for an average action officer assigned to your PPBES office based on the needs of both the Army and the individual. Should completion of that tour length take priority over reassignment?

Please indicate your agreement or disagreement with the following statement as it applies to each of the following types of reassignment.

STATEMENT: COMPLETION OF THE OPTIMAL TOUR LENGTH FOR MY PPBES OFFICE SHOULD TAKE PRIORITY OVER ASSIGNMENT FOR:

			strongly disagree	disagree	neutral	agree	strongly agree
28	36.	O5 level command primary selection	(1)	(2)	(3)	(4)	(5)
29	37.	O5 level command alt activation	(1)	(2)	(3)	(4)	(5)
30	38.	O6 level command primary selection	(1)	(2)	(3)	(4)	(5)
31	39.	O6 level command alt activation	(1)	(2)	(3)	(4)	(5)
32	40	Staff college level schooling	(1)	(2)	(3)	(4)	(5)
33	41.	SSC level schooling primary selection	(1)	(2)	(3)	(4)	(5)
34	42.	SSC level schooling alt activation	(1)	(2)	(3)	(4)	(5)
35	43.	SSC level schooling deferred activation	(1)	(2)	(3)	(4)	(5)
36	44.	DA staff/secretariat	(1)	(2)	(3)	(4)	(5)
37	45.	OSD staff	(1)	(2)	(3)	(4)	(5)
38	46.	OJCS	(1)	(2)	(3)	(4)	(5)

For items 47 thru 55 please indicate your agreement or disagreement with the following statements based on your experience in your PPBES office:

			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
39	47.	The personnel turn-over in PPBES programmers is high	(1)	(2)	(3)	(4)	(5)
40	48.	Officers given PPBES assignments are among the "best and brightest" members of the officers corps	(1)	(2)	(3)	(4)	(5)
41	49.	The actual tasks done by officers during a PPBES assignment are often frustrating	(1)	(2)	(3)	(4)	(5)
42	50.	Most of the skills that a PPBES programmer needs must be learned on the job	(1)	(2)	(3)	(4)	(5)
43	51.	Most officers do not stay in PPBES positions long enough to become effective at their job	(1)	(2)	(3)	(4)	(5)
44	52.	Based upon my experience in a PPBES assignment, I believe that PPBES activities are well organized	(1)	(2)	(3)	(4)	(5)
45	53.	While serving my PPBES assignment, the turnover among my coworkers made productivity difficult	(1)	(2)	(3)	(4)	(5)
46	54.	Working in a PPBES programming billet on the DA staff is a rewarding experience	(1)	(2)	(3)	(4)	(5)
47	55.	PPBES programmers on the DA staff are able to make meaningful contributions to the DA programming process	(1)	(2)	(3)	(4)	(5)

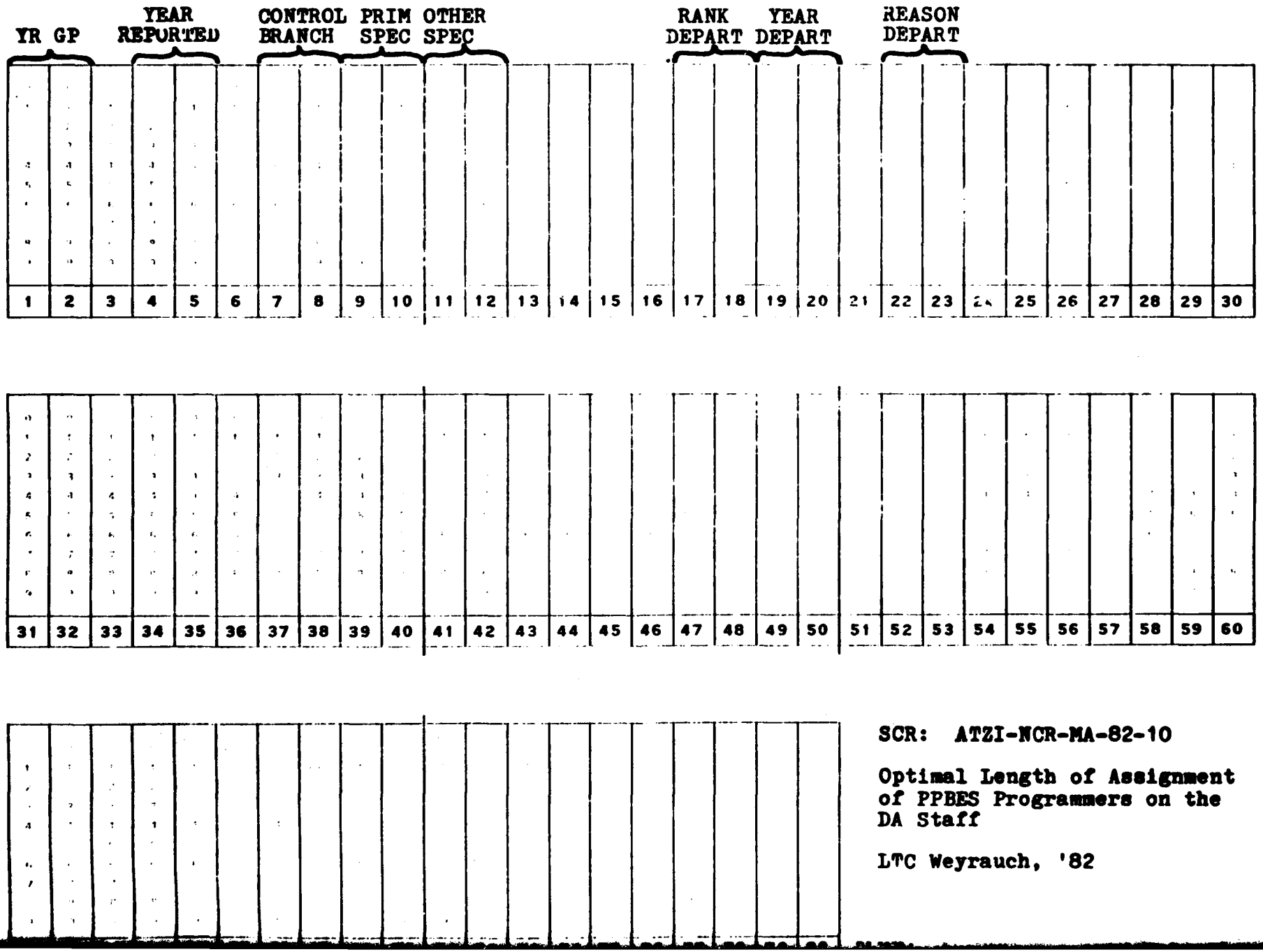
PART III

Additional Information

Please use the space below to make any additional comments concerning this study, your experiences, or the validity of the questionnaire.

THANK YOU VERY MUCH FOR YOUR TIME AND ASSISTANCE!!!

Please return the questionnaire and the answer sheet in the envelope provided.



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Optimal Length of Assignment of PPBES Programmers on the DA Staff

LTC Weyrauch, '82

APPENDIX 2

NARRATIVE COMMENTS

A. COMMENTS ON ADVANTAGES OF PPBES PROGRAMMING ASSIGNMENT ON THE DA STAFF

Working with good people
Able to prevent dumb things from happening
Learned about management of Army systems
Learned large scale, macroanalysis
"Lived the process"
Able to be innovative
Given "carte blanche"
Backed 100% by boss
Great general officer bosses
Fun & rewarding
Ability to influence outweighs frustration
Contributed
PPBES is fundamentally sound

Best job in Army next to comd
Great experience
Learned a lot

B. COMMENTS ON DISADVANTAGES OF PPBES PROGRAMMING ASSIGNMENT ON THE DA STAFF

Turmoil in Pentagon
Worst experience of mil career
Never want to go back
Glad to be "rescued" by comd list
Entire system in disarray
Confusion
Busy work/"what if" drills/make work
Couldn't keep fires from starting
Boss didn't know what was going on
Many frustrations
Suboptimization by all elements
Bosses couldn't make hard decisions
Family suffered
Do & redo - format, not content
Work long & hard to develop program - blown away in 20 min by group of guys who don't understand issues

Like a sandstorm - no matter how much experience you have, you never know where you are
Great effort, little results
Program is not constructed in best interest of Nation, DOD, Congress
Pet rocks/ gold watches frustrate system
Politics play as you get higher in system
Golden rule - "He who has the gold rules"
Very political - well connected GO get their PDIP's funded
Modernization is out of control
Programming is haphazard
Undisciplined growth in PPBES & ADP
System is more convoluted, redundant, crowded, and out of control than ever
Transition from P to P to B not smooth, can't audit
Need well defined management structure
Leadership tries to change system each year, results in much work but the same product
Annual changes to system due to: Whim of seniors, lack of discipline, instability
Lack of quality people in PAE/COA
Analytical software lousy
Very little analysis performed by PAE/Consolidate POM & stack PDIP's
Functional POC on ARSTAFF not trained
Quality officers in programming billets, but not all "best & brightest"
Poor management of process by PAED & ODSCOPS

C. COMMENTS ON PPBES PROGRAMMERS ASSIGNMENTS POLICY

No special case for programmers - all DA staff equal in ability
Send to SSC before PPBES job
Bright people for short tours
Make PPBES a specialty after CGSC
Job is too broad for one specialty
On board guys chop on new guy's nomination

3 years max (frustration level)
Tour length never less than 2 years (except - medical/incomp)
2-3 years (handle other priority assignments on a case-by-case basis)
ASPAD 18-24 months - burnout after
2 cycles optimum
At least two years
2 years about all you can take - burnout affects quality of work

One year in PAE is enough

The hope of getting out before 3+ years keeps people going - may have a problem if stabilized tours for four years - no hope
Subsequent assignment to key MACOM staffs

Need to look also at DASC/FISO turnover

Stabilize - handle like command
Command takes priority over everything
Stabilize decisionmakers
Stability of bosses important
06 positions key - far greater influence than bde cdr. - 4 yrs
Must complete tours
Stability important in working with Congressional staffers
Give psychological testing: no-go for sensitive - need quality; big ego
Key tour length to personality to some degree
Advise potential AO of price to be paid-frustrations, working hours, impact on family
Tour length won't help; system is out of control

D. COMMENTS ON TRAINING FOR PPBES PROGRAMMERS ON DA STAFF

Get MACOM's out of process; kill PARR
CDA should run PPBES
Combine programming & budgeting

Procedures change every cycle
Can learn job in 6 months
Need prep school & one cycle experience
Need prep course or correspondence course
Need one cycle to learn system
Need training ahead of time
Need educational package or course combined w/OJT
OJT is only way; schooling little or no help
Need institutional education
Can learn some skills ahead of time; some only by OJT
Tie electives at CGSC/SSC to next assignment - esp PPBES
Experience at MACOMs little or no help

Budget people must learn programming process

Need functional specialists (procurement, R&D, arm, maint) in prog billets rather than 49

18-24 months on DA staff before PAE (any prog job)

E. COMMENTS ON QUESTIONNAIRE

Good survey
Good questions
Well designed questionnaire - unambiguous responses

Questions too broad - incorrect inferences
Biased structure of questions precludes intellectual integrity
Did not address role of civilians
Does not address modus operandi of Dir PAE
Talks only to programmers - not planners or budgeteers

Valid for determining optimal tour length - however, "burnout" seldom cause for turnover

Omitted P & I Div, SSP, ZA
Error in heading for Q36-46

APPENDIX 3

FREQUENCY LISTING OF RESPONSES

001 BASIC YEAR GROUP

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
	52	1	0.6	0.6	0.6
	53	1	0.6	0.6	1.2
	55	1	0.6	0.6	1.8
	56	4	2.4	2.5	4.3
	57	1	0.6	0.6	4.9
	58	5	3.0	3.1	8.0
	59	9	5.5	5.5	13.5
	60	11	6.7	6.7	20.2
	61	15	9.1	9.2	29.4
	62	32	19.5	19.6	49.1
	63	16	9.8	9.8	58.9
	64	18	11.0	11.0	69.9
	65	9	5.5	5.5	75.5
	66	14	8.5	8.6	84.0
	67	13	7.9	8.0	92.0
	68	6	3.7	3.7	95.7
	69	1	0.6	0.6	96.3
	70	3	1.8	1.8	98.2
	72	1	0.6	0.6	98.8
	73	1	0.6	0.6	99.4
	77	1	0.6	0.6	100.0
OUT OF RANGE		1	0.6	MISSING	100.0

05-13-82 FILE - NONAME - CREATED 05-13-82

TOTAL	164	100.0	100.0

MEAN	63.006	STD ERR	0.280	MEDIAN	62.594
MODE	62.000	STD DEV	3.579	VARIANCE	12.809
KURTOSIS	1.552	SKEWNESS	0.228	RANGE	25.000
MINIMUM	52.000	MAXIMUM	77.000		

VALID CASES 163 MISSING CASES 1

05-13-82 FILE - NONAME - CREATED 05-13-82

802 MOST RECENT PPBES OFFICE ASSIGNED

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
PD TEAM-DIV. PAED	1	21	12.8	12.8	12.8
RFPA TEAM-DIV. PAED	2	37	22.6	22.6	35.4
&SPA TEAM-DIV. PAED	3	23	14.0	14.0	49.4
RMR DIV. PAED	4	10	6.1	6.1	55.5
IRM DIV. PAED	5	4	2.4	2.4	57.9
P&B DIV. ODCSPER	6	13	7.9	7.9	65.9
P&B OFF ODCSOPS	7	31	18.9	18.9	84.8
P&M DIV.ODCSLOG	8	8	4.9	4.9	89.6
PC TEAM. ODCSRDA	9	17	10.4	10.4	100.0
	TOTAL	164	100.0	100.0	

MEAN	4.488	STD ERR	0.213	MEDIAN	3.600
MODE	2.000	STD DEV	2.723	VARIANCE	7.417
KURTOSIS	-1.412	SKEWNESS	0.279	RANGE	8.000
MINIMUM	1.000	MAXIMUM	9.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

Q03 YEAR REPORTED TO PPBES OFFICE

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
	73	1	0.6	0.6	0.6
	74	5	3.0	3.0	3.7
	75	17	10.4	10.4	14.0
	76	13	7.9	7.9	22.0
	77	21	12.8	12.8	34.8
	78	19	11.6	11.6	46.3
	79	35	21.3	21.3	67.7
	80	29	17.7	17.7	85.4
	81	21	12.8	12.8	98.2
	82	3	1.8	1.8	100.0
	TOTAL	164	100.0	100.0	

MEAN	78.274	STD ERR	0.163	MEDIAN	78.671
MODE	79.000	STD DEV	2.082	VARIANCE	4.335
KURTOSIS	-0.752	SKEWNESS	-0.405	RANGE	9.000
MINIMUM	73.000	MAXIMUM	82.000		
VALID CASES	164	MISSING CASES	0		

05-13-82 FILE - NONAME - CREATED 05-13-82

004 RANK AT TIME REPORTED TO PPBES OFFICE

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
CPT	1	6	3.7	3.7	3.7
CPT "PB"	2	1	0.6	0.6	4.3
MAJ	3	64	39.0	39.0	43.3
MAJ "PB"	4	18	11.0	11.0	54.3
LTC	5	62	37.8	37.8	92.1
LTC "PB"	6	8	4.9	4.9	97.0
COL	7	5	3.0	3.0	100.0
	TOTAL	164	100.0	100.0	

MEAN	4.055	STD ERR	0.099	MEDIAN	4.111
MODE	3.000	STD DEV	1.264	VARIANCE	1.598
KURTOSIS	-0.166	SKEWNESS	-0.049	RANGE	6.000
MINIMUM	1.000	MAXIMUM	7.000		

VALID CASES 164 MISSING CASES 0

005 ASSIGNMENT CONTROL BRANCH WHEN REPORTED

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
IN	1	30	18.3	18.3	18.3
AR	2	12	7.3	7.3	25.6
FA	3	30	18.3	18.3	43.9
AD	4	7	4.3	4.3	48.2
EN	5	23	14.0	14.0	62.2
SC	6	9	5.5	5.5	67.7
MI	8	3	1.8	1.8	69.5
OD	9	15	9.1	9.1	78.7
OM	10	9	5.5	5.5	84.1
TC	11	10	6.1	6.1	90.2
MSC	12	1	0.6	0.6	90.9
AVN	13	2	1.2	1.2	92.1
FI	15	8	4.9	4.9	97.0
AG	16	2	1.2	1.2	98.2
CML	17	1	0.6	0.6	98.8
NG	18	2	1.2	1.2	100.0
	TOTAL	164	100.0	100.0	

MEAN	5.750	STD ERR	0.345	MEDIAN	4.630
MODE	1.000	STD DEV	4.420	VARIANCE	19.538
KURTOSIS	-0.047	SKEWNESS	0.918	RANGE	17.000
MINIMUM	1.000	MAXIMUM	18.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 08-13-82

Q06 PRIMARY SPECIALTY

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
IN	11	29	17.7	17.7	17.7
AR	12	12	7.3	7.3	25.0
PA	13	24	14.6	14.6	39.6
ADA	14	5	3.0	3.0	42.7
AVN	15	4	2.4	2.4	45.1
ENGR	21	20	12.2	12.2	57.3
CBT STRAC C-E	25	9	5.5	5.5	62.8
TAC-STRAC INTEL	35	3	1.8	1.8	64.6
PERS MGT	41	1	0.6	0.6	65.2
PERS ADMIN	42	1	0.6	0.6	65.9
FIN	44	7	4.3	4.3	70.1
COMPT	45	4	2.4	2.4	72.6
ORSA	49	9	5.5	5.5	78.0
OPS-FD	54	2	1.2	1.2	79.3
MED	67	1	0.6	0.6	79.9
AVN MAT MGT	71	3	1.8	1.8	81.7
MSL MAT MGT	73	1	0.6	0.6	82.3
CML	74	2	1.2	1.2	83.5
MUN MAT MGT	75	1	0.6	0.6	84.1
MAINT MGT	91	11	6.7	6.7	90.9
MAT-SVC MGT	92	8	4.9	4.9	95.7
TRANS MGT	95	5	3.0	3.0	98.8

05-13-82 FILE - NONAME - CREATED 05-13-82

PROC		97	2	1.2	1.2	100.0
	TOTAL		164	100.0	100.0	

MEAN	35.104	STD ERR	2.321	MEDIAN	20.900
MODE	11.000	STD DEV	29.723	VARIANCE	883.455
KURTOSIS	-0.428	SKEWNESS	1.050	RANGE	86.000
MINIMUM	11.000	MAXIMUM	97.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

007 OTHER SPECIALTY

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
IN	11	2	1.2	1.2	1.2
FA	13	3	1.8	1.8	3.0
ADA	14	1	0.6	0.6	3.7
AVN	15	2	1.2	1.2	4.9
PERS MGT	41	12	7.3	7.3	12.2
PERS ADMIN	42	1	0.6	0.6	12.8
COMPT	45	34	20.7	20.7	33.5
FAO	48	3	1.8	1.8	35.4
ORSA	49	56	34.1	34.1	69.5
R & D	51	11	6.7	6.7	76.2
ATOM EN	52	1	0.6	0.6	76.8
ADP	53	4	2.4	2.4	79.3
OPS-FD	54	12	7.3	7.3	86.6
PETROL	81	2	1.2	1.2	87.8
MAINT MGT	91	2	1.2	1.2	89.0
MAT-SVC MGT	92	3	1.8	1.8	90.9
TRANS MGT	95	1	0.6	0.6	91.5
PROC	97	9	5.5	5.5	97.0
OTHER	99	5	3.0	3.0	100.0
	TOTAL	164	100.0	100.0	

05-13-82 FILE - NONAME - CREATED 05-13-82

MEAN	52.518	STD ERR	1.454	MEDIAN	48.929
MODE	49.000	STD DEV	18.624	VARIANCE	346.865
KURTOSIS	1.948	SKEWNESS	1.142	RANGE	88.000
MINIMUM	11.000	MAXIMUM	99.000		
VALID CASES	164	MISSING CASES	0		

B08 HIGHEST LEVEL OF COMMAND EXPERIENCE

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
NONE AT ANY GRADE	1	1	0.6	0.6	0.6
01-02 LEVEL CMD	2	6	3.7	3.7	4.3
03 LEVEL CMD	3	90	54.9	54.9	59.1
04 LEVEL CMD	4	13	7.9	7.9	67.1
05 LEVEL CMD	5	54	32.9	32.9	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.689	STD ERR	0.078	MEDIAN	3.333
MODE	3.000	STD DEV	0.994	VARIANCE	0.989
KURTOSIS	-1.226	SKEWNESS	0.280	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

B09 STAFF COLLEGE LEVEL SCHOOLING COMPLETED

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
NONE COMPLETED	1	10	6.1	6.1	6.1
CGSC RESIDENT	2	110	67.1	67.1	73.2
CGSC NON-RESIDENT	3	8	4.9	4.9	78.0
AFS COLLEGE	4	25	15.2	15.2	93.3
OTHER US SC	5	10	6.1	6.1	99.4
OTHER EQUIVILENT	6	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	2.500	STD ERR	0.083	MEDIAN	2.155
MODE	2.000	STD DEV	1.060	VARIANCE	1.123
KURTOSIS	0.606	SKEWNESS	1.237	RANGE	5.000
MINIMUM	1.000	MAXIMUM	6.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

010 SENIOR SERVICE COLLEGE LEVEL SCHOOLING

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
NONE COMPLETED	1	140	85.4	85.9	85.9
AWC RESIDENT	2	14	8.5	8.6	94.5
AWC CORR STUDIES	3	1	0.6	0.6	95.1
NAVAL WAR COLLEGE	5	1	0.6	0.6	95.7
NATIONAL WAR COLLEGE	6	4	2.4	2.5	98.2
ICAF	7	3	1.8	1.8	100.0
OUT OF RANGE		1	0.6	MISSING	100.0
	TOTAL	164	100.0	100.0	

MEAN	1.356	STD ERR	0.092	MEDIAN	1.082
MODE	1.000	STD DEV	1.169	VARIANCE	1.366
KURTOSIS	14.419	SKEWNESS	3.875	RANGE	6.000
MINIMUM	1.000	MAXIMUM	7.000		

VALID CASES 163 MISSING CASES 1

05-13-82 FILE - NONAME - CREATED 05-13-82

011 PERIOD OF TIME SERVED IN PPBES OFFICE

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
NA - STILL ASSIGNED	1	43	26.2	26.2	26.2
12 MONTHS OR LESS	2	13	7.9	7.9	34.1
13 TO 18 MONTHS	3	19	11.6	11.6	45.7
19 TO 24 MONTHS	4	26	15.9	15.9	61.6
25 TO 30 MONTHS	5	15	9.1	9.1	70.7
31 TO 36 MONTHS	6	27	16.5	16.5	87.2
37 TO 42 MONTHS	7	5	3.0	3.0	90.2
43 TO 48 MONTHS	8	11	6.7	6.7	97.0
MORE THAN 48	9	5	3.0	3.0	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.872	STD ERR	0.186	MEDIAN	3.769
MODE	1.000	STD DEV	2.381	VARIANCE	5.671
KURTOSIS	-0.917	SKEWNESS	0.353	RANGE	8.000
MINIMUM	1.000	MAXIMUM	9.000		
VALID CASES	164	MISSING CASES	0		

05-13-82 FILE - NONAME - CREATED 05-13-82

Q12 RANK AT TIME LEFT PPBES OFFICE

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STILL ASSIGNED	1	45	27.4	27.4	27.4
CPT "PM	3	1	0.6	0.6	28.0
MAJ	4	11	6.7	6.7	34.8
MAJ "PM	5	2	1.2	1.2	36.0
LTC	6	77	47.0	47.0	82.9
LTC "PM	7	9	5.5	5.5	88.4
COL	8	18	11.0	11.0	99.4
BG	10	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	4.762	STD ERR	0.196	MEDIAN	5.799
MODE	6.000	STD DEV	2.509	VARIANCE	6.293
KURTOSIS	-1.101	SKEWNESS	-0.553	RANGE	9.000
MINIMUM	1.000	MAXIMUM	10.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

013 YEAR DEPARTED PPBES OFFICE

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
	76	3	1.8	1.8	1.8
	77	6	3.7	3.7	5.5
	78	18	11.0	11.0	16.5
	79	20	12.2	12.2	28.7
	80	27	16.5	16.5	45.1
	81	31	18.9	18.9	64.0
	82	14	8.5	8.5	72.6
	89	1	0.6	0.6	73.2
	99	44	26.8	26.8	100.0
	TOTAL	164	100.0	100.0	

MEAN	84.988	STD ERR	0.675	MEDIAN	80.758
MODE	99.000	STD DEV	8.639	VARIANCE	74.638
KURTOSIS	-0.960	SKEWNESS	0.961	RANGE	23.000
MINIMUM	76.000	MAXIMUM	99.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

Q14 HIGHEST LEVEL JOB HELD PPBES OFFICE

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
ACTION OFFICER	1	105	64.0	64.4	64.4
BRANCH-TEAM 05	2	35	21.3	21.5	85.9
TEAM-BR-OFF 06	3	23	14.0	14.1	100.0
OUT OF RANGE		1	0.6	MISSING	100.0
	TOTAL	164	100.0	100.0	

MEAN	1.497	STD ERR	0.057	MEDIAN	1.276
MODE	1.000	STD DEV	0.732	VARIANCE	0.535
KURTOSIS	-0.241	SKEWNESS	1.111	RANGE	2.000
MINIMUM	1.000	MAXIMUM	3.000		
VALID CASES	163	MISSING CASES	1		

05-13-82 FILE - NONAME - CREATED 05-13-82

015 REASON FOR DEPARTURE FROM PPBES OFFICE

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STILL ASSIGNED	1	44	26.8	27.0	27.0
STAFF COLLEGE SCHOOL	2	1	0.6	0.6	27.6
SSC SCHOOL-PRIMARY	3	9	5.5	5.5	33.1
SSC SCHOOL-ALT	4	3	1.8	1.8	35.0
SSC SCHOOL-DEFERRED	5	4	2.4	2.5	37.4
05 COMMAND-PRIMARY	6	21	12.8	12.9	50.3
05 COMMAND-ALTERNATE	7	10	6.1	6.1	56.4
06 COMMAND-PRIMARY	8	5	3.0	3.1	59.5
DA STAFF-SECRETARIAT	10	10	6.1	6.1	65.6
OSD STAFF	11	7	4.3	4.3	69.9
OJCS	12	2	1.2	1.2	71.2
TO RETIRE	13	6	3.7	3.7	74.8
TO RESIGN-RELEASE AC	14	1	0.6	0.6	75.5
OTHER - SEE COMMENTS	15	40	24.4	24.5	100.0
OUT OF RANGE		1	0.6	MISSING	100.0
	TOTAL	164	100.0	100.0	

MEAN	7.571	STD ERR	0.428	MEDIAN	6.476
MODE	1.000	STD DEV	5.469	VARIANCE	29.913
KURTOSIS	-1.492	SKEWNESS	0.169	RANGE	14.000
MINIMUM	1.000	MAXIMUM	15.000		

VALID CASES 163 MISSING CASES 1

05-13-82 FILE - NONAME - CREATED 05-13-82

016 ARMY NEEDS WORKED IN DA PPBES BILLET

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
12 MONTHS OR LESS	1	4	2.4	2.4	2.4
13 TO 18 MONTHS	2	18	11.0	11.0	13.4
19 TO 24 MONTHS	3	62	37.8	37.8	51.2
25 TO 30 MONTHS	4	25	15.2	15.2	66.5
31 TO 36 MONTHS	5	43	26.2	26.2	92.7
37 TO 42 MONTHS	6	6	3.7	3.7	96.3
43 TO 48 MONTHS	7	5	3.0	3.0	99.4
MORE THAN 48	8	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.780	STD ERR	0.104	MEDIAN	3.468
MODE	3.000	STD DEV	1.334	VARIANCE	1.780
KURTOSIS	0.034	SKEWNESS	0.441	RANGE	7.000
MINIMUM	1.000	MAXIMUM	8.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

Q17 ARMY NEEDS-SOME EXPERIENCE: PBG PARR ROM

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
12 MONTHS OR LESS	1	2	1.2	1.2	1.2
13 TO 18 MONTHS	2	13	7.9	7.9	9.1
19 TO 24 MONTHS	3	45	27.4	27.4	36.6
25 TO 30 MONTHS	4	29	17.7	17.7	54.3
31 TO 36 MONTHS	5	61	37.2	37.2	91.5
37 TO 42 MONTHS	6	8	4.9	4.9	96.3
43 TO 48 MONTHS	7	5	3.0	3.0	99.4
MORE THAN 48	8	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	4.116	STD ERR	0.100	MEDIAN	4.259
MODE	5.000	STD DEV	1.279	VARIANCE	1.637
KURTOSIS	-0.133	SKEWNESS	0.083	RANGE	7.000
MINIMUM	1.000	MAXIMUM	8.000		
VALID CASES	164	MISSING CASES	0		

05-13-82 FILE - NONAME - CREATED 08-13-82

018 ARMY NEEDS-WORKED AT MACOM LEVEL ONLY

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
12 MONTHS OR LESS	1	3	1.8	1.8	1.8
13 TO 18 MONTHS	2	2	1.2	1.2	3.0
19 TO 24 MONTHS	3	29	17.7	17.7	20.7
25 TO 30 MONTHS	4	33	20.1	20.1	40.9
31 TO 36 MONTHS	5	67	40.9	40.9	81.7
37 TO 42 MONTHS	6	18	11.0	11.0	92.7
43 TO 48 MONTHS	7	11	6.7	6.7	99.4
MORE THAN 48	8	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	4.598	STD ERR	0.099	MEDIAN	4.724
MODE	5.000	STD DEV	1.262	VARIANCE	1.592
KURTOSIS	0.357	SKEWNESS	-0.167	RANGE	7.000
MINIMUM	1.000	MAXIMUM	8.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

019 ARMY NEEDS-NO EXPERIENCE AT DA OR MACOM

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
12 MONTHS OR LESS	1	4	2.4	2.4	2.4
13 TO 18 MONTHS	2	1	0.6	0.6	3.0
19 TO 24 MONTHS	3	13	7.9	7.9	11.0
25 TO 30 MONTHS	4	25	15.2	15.2	26.2
31 TO 36 MONTHS	5	66	40.2	40.2	66.5
37 TO 42 MONTHS	6	22	13.4	13.4	79.9
43 TO 48 MONTHS	7	32	19.5	19.5	99.4
MORE THAN 48	8	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	5.116	STD ERR	0.107	MEDIAN	5.091
MODE	5.000	STD DEV	1.372	VARIANCE	1.882
KURTOSIS	0.587	SKEWNESS	-0.514	RANGE	7.000
MINIMUM	1.000	MAXIMUM	8.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

020 INDIV NEEDS-WORKED IN DA PPBES BILLET

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
12 MONTHS OR LESS	1	10	6.1	6.1	6.1
13 TO 18 MONTHS	2	30	18.3	18.3	24.4
19 TO 24 MONTHS	3	78	47.6	47.6	72.0
25 TO 30 MONTHS	4	17	10.4	10.4	82.3
31 TO 36 MONTHS	5	22	13.4	13.4	95.7
37 TO 42 MONTHS	6	3	1.8	1.8	97.6
43 TO 48 MONTHS	7	3	1.8	1.8	99.4
MORE THAN 48	8	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.226	STD ERR	0.100	MEDIAN	3.038
MODE	3.000	STD DEV	1.279	VARIANCE	1.636
KURTOSIS	1.329	SKEWNESS	0.886	RANGE	7.000
MINIMUM	1.000	MAXIMUM	8.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

021 INDIV NEEDS-SOME EXPERIENCE-PBG PARR POM

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
12 MONTHS OR LESS	1	7	4.3	4.3	4.3
13 TO 18 MONTHS	2	26	15.9	15.9	20.1
19 TO 24 MONTHS	3	73	44.5	44.5	64.6
25 TO 30 MONTHS	4	29	17.7	17.7	82.3
31 TO 36 MONTHS	5	22	13.4	13.4	95.7
37 TO 42 MONTHS	6	3	1.8	1.8	97.6
43 TO 48 MONTHS	7	3	1.8	1.8	99.4
MORE THAN 48	8	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.360	STD ERR	0.097	MEDIAN	3.171
MODE	3.000	STD DEV	1.238	VARIANCE	1.532
KURTOSIS	1.301	SKEWNESS	0.798	RANGE	7.000
MINIMUM	1.000	MAXIMUM	8.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

022 INDIV NEEDS-WORKED AT MACOM LEVEL ONLY

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
12 MONTHS OR LESS	1	5	3.0	3.0	3.0
13 TO 18 MONTHS	2	13	7.9	7.9	11.0
19 TO 24 MONTHS	3	64	39.0	39.0	50.0
25 TO 30 MONTHS	4	30	18.3	18.3	68.3
31 TO 36 MONTHS	5	43	26.2	26.2	94.5
37 TO 42 MONTHS	6	4	2.4	2.4	97.0
43 TO 48 MONTHS	7	4	2.4	2.4	99.4
MORE THAN 48	8	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.768	STD ERR	0.099	MEDIAN	3.500
MODE	3.000	STD DEV	1.271	VARIANCE	1.615
KURTOSIS	0.358	SKEWNESS	0.390	RANGE	7.000
MINIMUM	1.000	MAXIMUM	8.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

023 INDIV NEEDS-NO EXPERIENCE AT DA OR MACOM

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
12 MONTHS OR LESS	1	5	3.0	3.0	3.0
13 TO 18 MONTHS	2	5	3.0	3.0	6.1
19 TO 24 MONTHS	3	48	29.3	29.3	35.4
25 TO 30 MONTHS	4	36	22.0	22.0	57.3
31 TO 36 MONTHS	5	53	32.3	32.3	89.6
37 TO 42 MONTHS	6	8	4.9	4.9	94.5
43 TO 48 MONTHS	7	8	4.9	4.9	99.4
MORE THAN 48	8	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	4.146	STD ERR	0.103	MEDIAN	4.167
MODE	5.000	STD DEV	1.316	VARIANCE	1.733
KURTOSIS	0.234	SKEWNESS	0.135	RANGE	7.000
MINIMUM	1.000	MAXIMUM	8.000		
VALID CASES	164	MISSING CASES	0		

05-13-82 FILE - NONAME - CREATED 05-13-82

024 ARMY:INDIV -WORKED IN DA PPBES BILLET

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
12 MONTHS OR LESS	1	4	2.4	2.4	2.4
13 TO 18 MONTHS	2	23	14.0	14.0	16.5
19 TO 24 MONTHS	3	57	34.8	34.8	51.2
25 TO 30 MONTHS	4	35	21.3	21.3	72.6
31 TO 36 MONTHS	5	37	22.6	22.6	95.1
37 TO 42 MONTHS	6	5	3.0	3.0	98.2
43 TO 48 MONTHS	7	2	1.2	1.2	99.4
MORE THAN 48	8	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.646	STD ERR	0.098	MEDIAN	3.465
MODE	3.000	STD DEV	1.252	VARIANCE	1.567
KURTOSIS	0.223	SKEWNESS	0.393	RANGE	7.000
MINIMUM	1.000	MAXIMUM	8.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

Q25 ARMY:INDIV -SOME EXPERIENCE-PBG PARR POM

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
12 MONTHS OR LESS	1	1	0.6	0.6	0.6
13 TO 18 MONTHS	2	17	10.4	10.4	11.0
19 TO 24 MONTHS	3	54	32.9	32.9	43.9
25 TO 30 MONTHS	4	43	26.2	26.2	70.1
31 TO 36 MONTHS	5	39	23.8	23.8	93.9
37 TO 42 MONTHS	6	5	3.0	3.0	97.0
43 TO 48 MONTHS	7	4	2.4	2.4	99.4
MORE THAN 48	8	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.841	STD ERR	0.094	MEDIAN	3.733
MODE	3.000	STD DEV	1.208	VARIANCE	1.459
KURTOSIS	0.422	SKEWNESS	0.521	RANGE	7.000
MINIMUM	1.000	MAXIMUM	8.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

026 ARMY:INDIV -WORKED AT MACOM LEVEL ONLY

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
12 MONTHS OR LESS	1	1	0.6	0.6	0.6
13 TO 18 MONTHS	2	7	4.3	4.3	4.9
19 TO 24 MONTHS	3	37	22.6	22.6	27.4
25 TO 30 MONTHS	4	49	29.9	29.9	57.3
31 TO 36 MONTHS	5	54	32.9	32.9	90.2
37 TO 42 MONTHS	6	9	5.5	5.5	95.7
43 TO 48 MONTHS	7	6	3.7	3.7	99.4
MORE THAN 48	8	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	4.244	STD ERR	0.092	MEDIAN	4.255
MODE	5.000	STD DEV	1.173	VARIANCE	1.376
KURTOSIS	0.393	SKEWNESS	0.252	RANGE	7.000
MINIMUM	1.000	MAXIMUM	8.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

027 ARMY:INDIV -NO EXPERIENCE AT DA OR MACOM

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
12 MONTHS OR LESS	1	4	2.4	2.4	2.4
13 TO 18 MONTHS	2	5	3.0	3.0	5.5
19 TO 24 MONTHS	3	21	12.8	12.8	18.3
25 TO 30 MONTHS	4	46	28.0	28.0	46.3
31 TO 36 MONTHS	5	61	37.2	37.2	83.5
37 TO 42 MONTHS	6	16	9.8	9.8	93.3
43 TO 48 MONTHS	7	10	6.1	6.1	99.4
MORE THAN 48	8	1	0.6	0.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	4.512	STD ERR	0.100	MEDIAN	4.598
MODE	5.000	STD DEV	1.275	VARIANCE	1.626
KURTOSIS	0.638	SKEWNESS	-0.225	RANGE	7.000
MINIMUM	1.000	MAXIMUM	8.000		
VALID CASES	164	MISSING CASES	0		

05-13-82 FILE - NONAME - CREATED 05-13-82

028 05 LEVEL COMMAND - PRIMARY SELECTION

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	80	48.8	48.8	48.8
DISAGREE	2	42	25.6	25.6	74.4
NEUTRAL	3	6	3.7	3.7	78.0
AGREE	4	26	15.9	15.9	93.9
STRONGLY AGRFE	5	10	6.1	6.1	100.0
	TOTAL	164	100.0	100.0	

MEAN	2.049	STD ERR	0.102	MEDIAN	1.548
MODE	1.000	STD DEV	1.310	VARIANCE	1.715
KURTOSIS	-0.380	SKEWNESS	1.004	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

Q29 OS LEVEL COMMAND - ALTERNATE ACTIVATION

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	71	43.3	43.3	43.3
DISAGREE	2	42	25.6	25.6	68.9
NEUTRAL	3	8	4.9	4.9	73.8
AGREE	4	32	19.5	19.5	93.3
STRONGLY AGREE	5	11	6.7	6.7	100.0
	TOTAL	164	100.0	100.0	

MEAN	2.207	STD ERR	0.106	MEDIAN	1.762
MODE	1.000	STD DEV	1.354	VARIANCE	1.834
KURTOSIS	-0.873	SKEWNESS	0.757	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID CASES	164	MISSING CASES	0		

05-13-82 FILE - NONAME - CREATED 05-13-82

030 06 LEVEL COMMAND - PRIMARY SELECTION

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	88	53.7	53.7	53.7
DISAGREE	2	32	19.5	19.5	73.2
NEUTRAL	3	9	5.5	5.5	78.7
AGREE	4	22	13.4	13.4	92.1
STRONGLY AGREE	5	13	7.9	7.9	100.0
	TOTAL	164	100.0	100.0	

MEAN	2.024	STD ERR	0.106	MEDIAN	1.432
MODE	1.000	STD DEV	1.361	VARIANCE	1.852
KURTOSIS	-0.348	SKEWNESS	1.049	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

031 06 LEVEL COMMAND - ALTERNATE ACTIVATION

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	76	46.3	46.3	46.3
DISAGREE	2	35	21.3	21.3	67.7
NEUTRAL	3	13	7.9	7.9	75.6
AGREE	4	26	15.9	15.9	91.5
STRONGLY AGREE	5	14	8.5	8.5	100.0
	TOTAL	164	100.0	100.0	

MEAN	2.189	STD ERR	0.108	MEDIAN	1.671
MODE	1.000	STD DEV	1.386	VARIANCE	1.921
KURTOSIS	-0.794	SKEWNESS	0.803	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

032 STAFF COLLEGE LEVEL SCHOOLING

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	39	23.8	23.8	23.8
DISAGREE	2	27	16.5	16.5	40.2
NEUTRAL	3	29	17.7	17.7	57.9
AGREE	4	52	31.7	31.7	89.6
STRONGLY AGREE	5	17	10.4	10.4	100.0
	TOTAL	164	100.0	100.0	

MEAN	2.884	STD ERR	0.106	MEDIAN	3.052
MODE	4.000	STD DEV	1.358	VARIANCE	1.845
KURTOSIS	-1.319	SKEWNESS	-0.114	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

AD-A118 853 ARMY WAR COLL CARLISLE BARRACKS PA F/G 5/9
OPTIMAL LENGTH OF ASSIGNMENT OF PPBES PROGRAMMERS OF THE DA STA--ETC(U)
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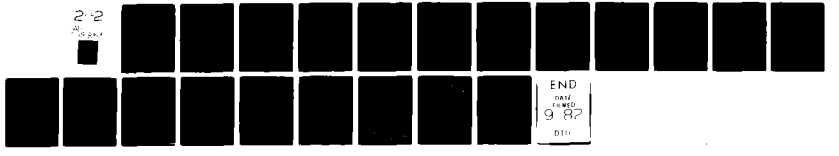

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05-13-82 FILE - NONAME - CREATED 05-13-82

033 SSC LEVEL SCHOOLING -PRIMARY SELECTION

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	47	28.7	28.7	28.7
DISAGREE	2	40	24.4	24.4	53.0
NEUTRAL	3	17	10.4	10.4	63.4
AGREE	4	44	26.8	26.8	90.2
STRONGLY AGREE	5	16	9.8	9.8	100.0
	TOTAL	164	100.0	100.0	

MEAN	2.646	STD ERR	0.109	MEDIAN	2.375
MODE	1.000	STD DEV	1.391	VARIANCE	1.936
KURTOSIS	-1.372	SKEWNESS	0.226	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

Q34 SSC LEVEL SCHOOLING-ALTERNATE ACTIVATION

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	42	25.6	25.6	25.6
DISAGREE	2	39	23.8	23.8	49.4
NEUTRAL	3	20	12.2	12.2	61.6
AGREE	4	45	27.4	27.4	89.0
STRONGLY AGREE	5	18	11.0	11.0	100.0
	TOTAL	164	100.0	100.0	

MEAN	2.744	STD ERR	0.108	MEDIAN	2.550
MODE	4.000	STD DEV	1.386	VARIANCE	1.922
KURTOSIS	-1.369	SKEWNESS	0.134	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

035 SSC LEVEL SCHOOLING -DEFERRED ACTIVATION

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	40	24.4	24.4	24.4
DISAGREE	2	29	17.7	17.7	42.1
NEUTRAL	3	24	14.6	14.6	56.7
AGREE	4	48	29.3	29.3	86.0
STRONGLY AGREE	5	23	14.0	14.0	100.0
	TOTAL	164	100.0	100.0	

MEAN	2.909	STD ERR	0.111	MEDIAN	3.042
MODE	4.000	STD DEV	1.418	VARIANCE	2.010
KURTOSIS	-1.388	SKEWNESS	-0.059	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

036 DA STAFF-SECRETARIAT

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	13	7.9	7.9	7.9
DISAGREE	2	22	13.4	13.4	21.3
NEUTRAL	3	39	23.8	23.8	45.1
AGREE	4	56	34.1	34.1	79.3
STRONGLY AGREE	5	34	20.7	20.7	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.463	STD ERR	0.093	MEDIAN	3.643
MODE	4.000	STD DEV	1.190	VARIANCE	1.416
KURTOSIS	-0.593	SKEWNESS	-0.498	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

037 OSD STAFF

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	14	8.5	8.5	8.5
DISAGREE	2	30	18.3	18.3	26.8
NEUTRAL	3	35	21.3	21.3	48.2
AGREE	4	54	32.9	32.9	81.1
STRONGLY AGREE	5	31	18.9	18.9	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.354	STD ERR	0.095	MEDIAN	3.556
MODE	4.000	STD DEV	1.222	VARIANCE	1.494
KURTOSIS	-0.865	SKEWNESS	-0.359	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID CASES	164	MISSING CASES	0		

05-13-82 FILE - NONAME - CREATED 05-13-82

038 DJCS

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	14	8.5	8.5	8.5
DISAGREE	2	20	12.2	12.2	20.7
NEUTRAL	3	32	19.5	19.5	40.2
AGREE	4	61	37.2	37.2	77.4
STRONGLY AGREE	5	37	22.6	22.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.530	STD ERR	0.095	MEDIAN	3.762
MODE	4.000	STD DEV	1.211	VARIANCE	1.465
KURTOSIS	-0.501	SKEWNESS	-0.629	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

039 PERSONNEL TURN-OVER IN PPBES IS HIGH

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	1	0.6	0.6	0.6
DISAGREE	2	16	9.8	9.8	10.4
NEUTRAL	3	29	17.7	17.7	28.0
AGREE	4	87	53.0	53.0	81.1
STRONGLY AGREE	5	31	18.9	18.9	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.799	STD ERR	0.069	MEDIAN	3.914
MODE	4.000	STD DEV	0.880	VARIANCE	0.775
KURTOSIS	0.178	SKEWNESS	-0.686	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

840 OFFICERS IN PPBES ARE "BEST & BRIGHTEST"

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
DISAGREE	2	13	7.9	8.0	8.0
NEUTRAL	3	36	22.0	22.1	30.1
AGREE	4	83	50.6	50.9	81.0
STRONGLY AGREE	5	31	18.9	19.0	100.0
OUT OF RANGE		1	0.6	MISSING	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.810	STD ERR	0.065	MEDIAN	3.892
MODE	4.000	STD DEV	0.836	VARIANCE	0.698
KURTOSIS	-0.201	SKEWNESS	-0.464	RANGE	3.000
MINIMUM	2.000	MAXIMUM	5.000		

VALID CASES 163 MISSING CASES 1

05-13-82 FILE - NONAME - CREATED 05-13-82

Q41: TASKS DONE ARE OFTEN FUSTRATING

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	2	1.2	1.2	1.2
DISAGREE	2	15	9.1	9.1	10.4
NEUTRAL	3	6	3.7	3.7	14.0
AGREE	4	67	40.9	40.9	54.9
STRONGLY AGREE	5	74	45.1	45.1	100.0
	TOTAL	164	100.0	100.0	

MEAN	4.195	STD ERR	0.075	MEDIAN	4.381
MODE	5.000	STD DEV	0.965	VARIANCE	0.931
KURTOSIS	1.351	SKEWNESS	-1.355	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

842 SKILL NEEDED MUST BE LEARNED ON THE JOB

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
DISAGREE	2	33	20.1	20.1	20.1
NEUTRAL	3	14	8.5	8.5	28.7
AGREE	4	75	45.7	45.7	74.4
STRONGLY AGREE	5	42	25.6	25.6	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.768	STD ERR	0.082	MEDIAN	3.967
MODE	4.000	STD DEV	1.049	VARIANCE	1.099
KURTOSIS	-0.821	SKEWNESS	-0.589	RANGE	3.000
MINIMUM	2.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

043 NOT IN JOB LONG ENOUGH TO BECOME EFFECTS

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	5	3.0	3.0	3.0
DISAGREE	2	65	39.6	39.6	42.7
NEUTRAL	3	36	22.0	22.0	64.6
AGREE	4	48	29.3	29.3	93.9
STRONGLY AGREE	5	10	6.1	6.1	100.0
	TOTAL	164	100.0	100.0	

MEAN	2.957	STD ERR	0.080	MEDIAN	2.833
MODE	2.000	STD DEV	1.029	VARIANCE	1.060
KURTOSIS	-1.022	SKEWNESS	0.257	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

044 PPBES ACTIVITIES ARE WELL ORGANIZED

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	23	14.0	14.0	14.0
DISAGREE	2	54	32.9	32.9	47.0
NEUTRAL	3	28	17.1	17.1	64.0
AGREE	4	55	33.5	33.5	97.6
STRONGLY AGREE	5	4	2.4	2.4	100.0
	TOTAL	164	100.0	100.0	

MEAN	2.774	STD ERR	0.088	MEDIAN	2.679
MODE	4.000	STD DEV	1.131	VARIANCE	1.280
KURTOSIS	-1.231	SKEWNESS	-0.034	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

045 TURN-OVER MADE PRODUCTIVITY DIFFICULT

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	5	3.0	3.0	3.0
DISAGREE	2	59	36.0	36.0	39.0
NEUTRAL	3	30	18.3	18.3	57.3
AGREE	4	60	36.6	36.6	93.9
STRONGLY AGREE	5	10	6.1	6.1	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.067	STD ERR	0.082	MEDIAN	3.100
MODE	4.000	STD DEV	1.046	VARIANCE	1.094
KURTOSIS	-1.178	SKEWNESS	0.028	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

046 WORKING ON DA STAFF IS REWARDING EXPER.

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	12	7.3	7.3	7.3
DISAGREE	2	12	7.3	7.3	14.6
NEUTRAL	3	15	9.1	9.1	23.8
AGREE	4	74	45.1	45.1	68.9
STRONGLY AGREE	5	51	31.1	31.1	100.0
	TOTAL	164	100.0	100.0	

MEAN	3.854	STD ERR	0.090	MEDIAN	4.081
MODE	4.000	STD DEV	1.158	VARIANCE	1.340
KURTOSIS	0.605	SKEWNESS	-1.151	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

Q47 CAN MAKE MEANINGFUL CONTRIBUTIONS TO DA

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
STRONGLY DISAGREE	1	6	3.7	3.7	3.7
DISAGREE	2	6	3.7	3.7	7.3
NEUTRAL	3	18	11.0	11.0	18.3
AGREE	4	81	49.4	49.4	67.7
STRONGLY AGREE	5	53	32.3	32.3	100.0
	TOTAL	164	100.0	100.0	

MEAN	4.030	STD ERR	0.075	MEDIAN	4.142
MODE	4.000	STD DEV	0.956	VARIANCE	0.913
KURTOSIS	2.098	SKEWNESS	-1.342	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CASES 164 MISSING CASES 0

05-13-82 FILE - NONAME - CREATED 05-13-82

048 COMMENTS RECEIVED

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
YES	1	83	50.6	50.9	50.9
NO	2	80	48.8	49.1	100.0
OUT OF RANGE		1	0.6	MISSING	100.0
	TOTAL	164	100.0	100.0	

MEAN	1.491	STD ERR	0.039	MEDIAN	1.482
MODE	1.000	STD DEV	0.501	VARIANCE	0.251
KURTOSIS	-2.024	SKEWNESS	0.037	RANGE	1.000
MINIMUM	1.000	MAXIMUM	2.000		

VALID CASES 163 MISSING CASES 1

05-13-82 FILE - NONAME - CREATED 05-13-82

049 ERROR DETECTION

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
YES	1	65	39.6	39.6	39.6
NO	2	99	60.4	60.4	100.0
	TOTAL	164	100.0	100.0	

MEAN	1.604	STD ERR	0.038	MEDIAN	1.672
MODE	2.000	STD DEV	0.491	VARIANCE	0.241
KURTOSIS	-1.840	SKEWNESS	-0.428	RANGE	1.000
MINIMUM	1.000	MAXIMUM	2.000		
VALID CASES	164	MISSING CASES	0		

APPENDIX 4

REASONS FOR DEPARTURE FROM PPBES BILLET

DETAILS ON "OTHER" ASSIGNMENTS

APPENDIX 4

REASONS FOR DEPARTURE FROM PPBES BILLET

DETAIL ON "OTHER" ASSIGNMENTS

mos in PPBES billet / office	12 mos	13-18 mos	19-24 mos	25-30 mos	31-36 mos	37-42 mos	43-48 mos	over 48
PARD	MILPERCEN (sp study) Div Chief, ODCSOPS Dep Cdr, Contract Agcy	Div Chief, ODCSOPS Bn S3	TRADOC Sys Mgr ARNG Adv MILPERCEN Br Chief Dep Dir, Civil Works	Job unk	Dep Div Ch, DARCOM HQ Spt Comd IG Proj Mgr Course	DRC Cdr Adv, Saudi Arabia HQ, USAREUR	Dep Dist Engr Sr Army Adv, MAC XO, Engr Gp	HQ, USAREUR
P&B Div ODCSPER					HQ, USAREUR DOD Agency	MACOM Dep Compt	C, Fin Sec Def Comm Agcy	HQ, USAREUR
P&B Off ODCSOPS		ODCSLOG OTEA		HQ, Fifth USA	Other dir ICAF Instr/ Stu	COA	HQ, USAREUR	
P&M Div ODCSLOG				Europe				
PC Team ODCSRDA		Assoc Dir, DARCOM	DMMC Cdr		Korea			

OPTIMAL TOUR LENGTH

MEANS TO MONTHS CONVERSION TABLE

MEAN	MONTHS	MEAN	MONTHS
2.083	16	3.750	26
2.167	16.5	3.833	26.5
2.250	17	3.917	27
2.333	17.5	4.000	27.5
2.417	18	4.083	28
2.500	18.5	4.167	28.5
2.583	19	4.250	29
2.667	19.5	4.333	29.5
2.750	20	4.417	30
2.833	20.5	4.500	30.5
2.917	21	4.583	31
3.000	21.5	4.667	31.5
3.083	22	4.750	32
3.167	22.5	4.833	32.5
3.250	23	4.917	33
3.333	23.5	5.000	33.5
3.417	24	5.083	34
3.500	24.5	5.250	34.5
3.583	25	5.333	35
3.667	25.5	5.417	35.5
		5.500	36

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